



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**

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1 LOS ANGELES COUNTY BOARD OF SUPERVISORS

2 BUDGET DELIBERATIONS

3 MONDAY, JUNE 18, 2007

4

5

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ...THE MEETING OF THE BOARD OF
8 SUPERVISORS FOR MONDAY, JUNE THE 18TH, ON THE BUDGET AND THE
9 FIRST ORDER OF BUSINESS IS ITEM NUMBER 1. IT'S A PRETTY GOOD
10 GUESS, WASN'T IT? [LAUGHTER]

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WHERE IS MR. JANSSEN?

13

14 **CLERK SACHI HAMAI:** I THINK WE'RE WAITING FOR-- WHILE WE'RE
15 WAITING, ON ITEM 5.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** YES?

18

19 **CLERK SACHI HAMAI:** SUPERVISOR MOLINA WOULD LIKE TO REQUEST
20 THAT THIS ITEM IS CONTINUED TO THE MEETING OF THE SUPPLEMENTAL
21 BUDGET? IF WE COULD TAKE CARE OF THAT RIGHT NOW? ITEM NUMBER
22 5.

23



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1 **C.A.O. JANSSEN:** THE COST LITIGATION REPORT FROM COUNTY
2 COUNCIL. IN SEPTEMBER, WE'LL HAVE A FULL YEAR'S OF
3 INFORMATION.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** SO YOU WANT THIS CONTINUED UNTIL
6 WHEN?

7

8 **C.A.O. JANSSEN:** SUPPLEMENTAL.

9

10 **CLERK SACHI HAMAI:** SUPPLEMENTAL.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** 'TIL SEPTEMBER? OKAY, WITHOUT
13 OBJECTION, THAT WILL BE THE ORDER. MR. JANSSEN?

14

15 **C.A.O. JANSSEN:** THANK YOU, MR. CHAIR. IT'S MY INTENT TO WALK
16 THROUGH THE ITEMS IN ORDER, STARTING WITH THE CURRENT YEAR.
17 LET ME JUST GIVE YOU AN OVERVIEW FOR THE PUBLIC THAT MAY BE
18 WATCHING THIS AT SOME POINT. THE PROPOSED BUDGET AND ADDITIONS
19 THAT ARE BEFORE YOU TODAY, WHICH CONSTITUTE THE FINAL BUDGET,
20 INCLUDE WHAT WE PRESENTED IN APRIL. SO I'M NOT GOING TO BE
21 REPRESENTING THE OVERALL BUDGET FROM APRIL OTHER THAN TO
22 INDICATE IN THE BUDGET THAT YOU ARE BEING ASKED TO APPROVE
23 TODAY, THERE ARE SUBSTANTIAL INCREASES IN PUBLIC SAFETY,
24 INCREASES IN GANGS, A RATHER LARGE CAPITAL PROGRAM THAT WE ARE
25 PROPOSING TO ADD TO TODAY. ITEM NUMBER 1 IS CLOSING OUT THE



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1 CURRENT YEAR AND THERE ARE A NUMBER OF TECHNICAL ADJUSTMENTS
2 IN ITEM NUMBER 1 THROUGHOUT THE COUNTY, BOTH IN OPERATIONS AND
3 IN CAPITAL PROJECTS. WE BELIEVE MOST OF THESE TO BE, IF NOT
4 ALL OF THEM, TO BE TECHNICAL ADJUSTMENTS, THE LARGEST OF WHICH
5 IS TO DISTRIBUTE TO DEPARTMENTS THE COST OF SALARY INCREASES
6 FOR THE CURRENT YEAR. ABOUT \$55 MILLION OF THAT SITS IN A
7 CENTRAL ACCOUNT. WE'RE DISTRIBUTING IT INTO DEPARTMENTS SO
8 THAT THEY CAN END THE YEAR WITH BUDGETS THAT ARE BALANCED.
9 THERE'S ALSO A \$900,000 INCREASE FOR THE SUMMER GANG
10 SUPPRESSION PROGRAM WHICH IS FULLY FUNDED IN THE PROPOSED
11 BUDGET BUT IT'S STARTED ALREADY SO WE NEED TO ADD MONEY NOW TO
12 THE SHERIFF'S DEPARTMENT. WE'D BE HAPPY TO ANSWER ANY
13 QUESTIONS YOU HAVE ON ITEM NUMBER 1 BUT RECOMMEND THAT YOU
14 APPROVE THE CHANGES TO THE CURRENT BUDGET. THEY'RE TECHNICAL
15 ADJUSTMENTS, MR. CHAIR, TO THE CURRENT BUDGET, '06/'07.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** DO YOU HAVE A MORE COMPLETE REPORT
18 ON THE REST OF THE BUDGET OR IS THAT...

19

20 **C.A.O. JANSSEN:** I HAVE MORE OF A REPORT ON THE CHANGE LETTER,
21 ADDITIONS TO THE BUDGET BUT NOT ON THE BASE BUDGET.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SO WE'LL WAIT 'TIL WE
24 GET TO THAT. IS THERE-- SHOULD WE GET THE LIGHTS BACK ON,
25 THEN? MR. KNABE?



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1

2 **SUP. KNABE:** THERE WAS-- I'M TRYING TO LOCATE IT, I THINK IT'S
3 WITHIN THE CONFINES OF ITEM NUMBER 1 ON THE REPORT BUT A
4 TRANSFER OF DOLLARS OF COST SAVINGS FROM RANCHO THAT WAS
5 RECOMMENDED TO GO BACK INTO THE...

6

7 **C.A.O. JANSSEN:** I BELIEVE IT WAS \$18 MILLION. ITEM-- PAGE 3.

8

9 **SUP. KNABE:** I MEAN, OBVIOUSLY, I HAVE, YOU KNOW, ONE OF THE
10 HISTORICALLY-- OH, EXCUSE ME.

11

12 **C.A.O. JANSSEN:** THIS HAS TO DO WITH THE WAY THE BUDGET WAS PUT
13 TOGETHER THIS YEAR AND THEY USED THE WRONG DESIGNATION. THEY
14 SHOULD HAVE USED A RANCHO DESIGNATION FOR RANCHO SO IT'S JUST
15 A TECHNICAL ADJUSTMENT OF DOLLARS. IT'S NOT EGGING MONEY OUT
16 OF RANCHO.

17

18 **SUP. KNABE:** WELL, I MEAN, BECAUSE, HISTORICALLY, THE COST
19 SAVINGS WE HAVE KEPT AT THE HOSPITAL ITSELF, WHETHER IT BE
20 RANCHO, WHETHER IT BE COUNTY U.S.C. WHEN YOU SAY A TECHNICAL
21 ADJUSTMENT, DOES THEN THAT MEAN THAT IT WILL BE DESIGNATED FOR
22 RANCHO, IS THAT CORRECT? I MEAN...

23

24 **C.A.O. JANSSEN:** IT SHOULD COME-- THE 18-1/2 MILLION IN THE
25 PROPOSED BUDGET, CORRECT ME IF I'M WRONG, DEBBIE, CAME OUT OF



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1 THE HEALTH DEPARTMENT'S DESIGNATION. IT SHOULD HAVE COME OUT
2 OF THE RANCHO DESIGNATION WHEN WE PUT THE BUDGET TOGETHER FOR
3 THE CURRENT YEAR. SO THIS IS JUST CLEANING UP THE TRANSFER OF
4 THE MONEY.

5

6 **SUP. KNABE:** OKAY. BUT IT STILL WILL BE DESIGNATED, THEN, FOR
7 RANCHO, IS THAT CORRECT?

8

9 **C.A.O. JANSSEN:** YES.

10

11 **SUP. KNABE:** OKAY.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S IT? ANY OTHER DISCUSSION ON
14 ITEM NUMBER 1? IF NOT...

15

16 **SUP. KNABE:** NO. THAT WAS THE ONLY QUESTION I HAD.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** IF NOT, MR. KNABE MOVES, MS.
19 MOLINA SECONDS, WITHOUT OBJECTION, UNANIMOUS VOTE ON ITEM
20 NUMBER 1.

21

22 **C.A.O. JANSSEN:** ITEM NUMBER 2 IS THE HEALTH DEPARTMENT'S
23 BUDGET COMMITTEE OF THE WHOLE PRESENTATION. THE DEPARTMENT IS
24 HERE TO MAKE THAT PRESENTATION TO YOU AND THEIR BUDGET
25 ADJUSTMENTS ARE INCLUDED IN ITEM NUMBER 6. DR. CHERNOF?



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1

2 **DR. BRUCE CHERNOF:** GOOD MORNING, CHAIR, SUPERVISORS, I'M GOING
3 TO HAVE ALAN WECKER, OUR ACTING C.F.O., MAKE SOME OPENING
4 COMMENTS FOR YOU.

5

6 **ALAN WECKER:** GREAT. THANK YOU VERY MUCH. BEFORE YOU IS OUR
7 DEPARTMENT'S FIVE-YEAR FISCAL OUTLOOK. SINCE OUR LAST UPDATE
8 TO THE BOARD, WE'VE SEEN AN IMPROVEMENT IN OUR FORECAST
9 THROUGH FISCAL YEAR '07/'08 OF \$100 MILLION. THERE ARE FIVE
10 MAJOR REASONS FOR THIS IMPROVEMENT. ONE, OUR DEPARTMENT HAS
11 MADE EFFORTS TO MAXIMIZE REVENUE UNDER MEDICAL REDESIGN. TWO,
12 SECTION 1011 COLLECTIONS HAS BEEN PROJECTED THROUGH THE END OF
13 THE PROGRAM. THREE, COST REDUCTIONS FROM THE METROCARE
14 STAFFING PLAN. FOUR, THE USE OF ONE-TIME MEASURE B FUNDS TO
15 PAY FOR UN-REIMBURSED EMERGENCY CARE COSTS AT OUR HOSPITALS.
16 AND, FIVE, THE USE OF TOBACCO SETTLEMENT FUNDS TO PAY FOR
17 CAPITAL PROJECTS RELATING TO THE U.S.C. TRANSITION PLAN.
18 ADDITIONALLY, OUR FISCAL FORECAST INCLUDES ADJUSTMENTS FOR
19 NURSING SALARY INCREASES AND THE PENDING PHYSICIAN PAY PLAN.
20 THE FOLLOWING ARE MAJOR FEDERAL ISSUES THAT HAVE IMPACTED OUR
21 FISCAL OUTLOOK SINCE WE LAST REPORTED TO THE BOARD. C.M.S.
22 ISSUED THE MEDICAID COST LIMITATION REGULATION; HOWEVER, A
23 CONGRESSIONAL MORATORIUM PROHIBITING IMPLEMENTATION WAS SIGNED
24 BY THE PRESIDENT AND THE FINAL RULE CAN'T TAKE EFFECT BEFORE
25 MAY 25TH, 2008. C.M.S. STATES THAT CALIFORNIA'S 1115 WAIVER IS



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1 LARGELY CONSISTENT WITH THE PROVISIONS OF THE RULE; THEREFORE,
2 IT IS UNLIKELY THAT THE FIRST FIVE YEARS WOULD BE ADVERSELY
3 AFFECTED. HOWEVER, C.M.S. PROVIDES NO SUCH ASSURANCES ABOUT
4 RETAINING FULL FUNDING IN ANY WAIVER OF RENEWAL. C.M.S. HAS
5 SENT QUESTIONS BASED ON THEIR REVIEW OF THE PROPOSED MEDICAL
6 MANAGED CARE RATE SUPPLEMENT. THE DEPARTMENT'S RESPONSES WILL
7 BE FORWARDED TO C.M.S. BEFORE THE END OF THE MONTH. BASED ON
8 THE CURRENT TIMELINE, WE'RE EXPECTING, BY THE END OF AUGUST,
9 TO HAVE C.M.S.'S INITIAL RESPONSE REGARDING THE MANAGED CARE
10 RATE SUPPLEMENT. WE ARE PROJECTING THAT, AT THE END OF FISCAL
11 YEAR '07/'08, THE DEPARTMENT'S DESIGNATION ACCOUNT WILL HAVE A
12 BALANCE OF \$120 MILLION. HOWEVER, THIS BALANCE FROM THE
13 DESIGNATION IS ASSUMING THE RECEIPT OF TWO YEARS OF FEDERAL
14 FUNDING, WORTH \$160 MILLION, FROM THE MANAGED CARE RATE
15 SUPPLEMENT. IF C.M.S. DOES NOT APPROVE THE RATE SUPPLEMENT,
16 OUR FISCAL YEAR '07/'08 BALANCE IN THE DESIGNATION ACCOUNT
17 WILL GO FROM A BALANCE OF 120 TO A DEFICIT OF \$40 MILLION.
18 HOWEVER, THERE ARE TWO PENDING C.M.S. ISSUES THAT MAY HAVE A
19 POSITIVE IMPACT ON THE BALANCE IN THE DESIGNATION ACCOUNT. THE
20 MANAGED CARE RATE SUPPLEMENT IS COMPRISED OF VARIOUS SECTIONS.
21 C.M.S. HAS THE AUTHORITY TO APPROVE SOME OR ALL OF THESE
22 SECTIONS. DUE TO RECENT PROPOSED FUNDING CHANGES AND OUR
23 CLARIFICATIONS BY C.M.S., CERTAIN SECTIONS OF THE MANAGED CARE
24 RATE SUPPLEMENT HAVE A GREATER CHANCE OF APPROVAL THAN OTHERS.
25 TWO, WE ARE STILL NEGOTIATING WITH C.M.S. OVER THE METHODOLOGY



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1 ON PAYING FOR PHYSICIAN SERVICES FOR THE MEDICAL POPULATION.
2 THESE NEGOTIATIONS HAVE BEEN GOING ON FOR ALMOST TWO YEARS.
3 OVER THE LAST FEW DAYS, IT SEEMS THAT WE'RE GETTING CLOSE TO
4 RESOLVING THE FINAL OUTSTANDING ISSUES. IF WE FACTOR IN THE
5 ADDITIONAL FUNDS FROM THESE TWO ITEMS, OUR FISCAL YEAR '07/'08
6 ENDING BALANCE IN OUR DESIGNATION ACCOUNT WILL HAVE A SURPLUS
7 OF \$23 MILLION. OVER THE NEXT THREE MONTHS, OUR DEPARTMENT
8 WILL BE INVOLVED IN NEGOTIATIONS WITH C.M.S. OVER FEDERAL
9 ISSUES AND THE GOVERNOR'S OFFICE AND THE LEGISLATURE OVER
10 HEALTHCARE REFORM. THE OUTCOME OF THESE ISSUES WILL HAVE A
11 MAJOR IMPACT ON THE FINANCES AND THE OPERATIONS OF THE
12 DEPARTMENT OF HEALTH SERVICES. THANK YOU VERY MUCH.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** HOW MUCH ARE MEASURE B FUNDS AND
15 HOW MUCH OF TOBACCO SETTLEMENT FUNDS ARE BEING USED ON A ONE-
16 TIME BASIS THAT YOU INDICATED AT THE OUTSET OF YOUR
17 PRESENTATION?

18

19 **ALAN WECKER:** 25 MILLION OF MEASURE B IS ARE BEING USED AND
20 THERE'S 25 MILLION FOR CAPITAL PROJECTS. LET ME SEE IF THERE'S
21 SOMETHING ELSE.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT ARE THE MEASURE B FUNDS BEING
24 USED FOR SPECIFICALLY?

25



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1 **ALAN WECKER:** THEY'RE GOING TO BE USED FOR THE UNREIMBURSED
2 COSTS. WE STILL HAVE ADDITIONAL UNREIMBURSED COSTS AT OUR
3 EMERGENCY ROOM AND THE PATIENTS THAT GET CHECKED IN. THE
4 CURRENT MEASURE B FUNDS WE'RE GETTING DOES NOT COVER ALL OUR
5 COSTS. THIS WOULD BE THE ADDITIONAL TO AT LEAST CLOSE THE GAP
6 OF WHAT OUR COSTS ARE AND THE REVENUES. RIGHT NOW...

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** WHERE ARE YOU GETTING THE MEASURE
9 B FUNDS FROM?

10

11 **ALAN WECKER:** RIGHT NOW, THERE IS A EXCESS FUNDING IN MEASURE B
12 OF ABOUT \$26 MILLION. MOST OF IT WAS FROM THE FIRST TWO YEARS
13 OF MEASURE B, 03/'04 AND '04/'05. THAT WAS ABOUT \$25 MILLION.
14 SO IT'S REALLY THE AMOUNT THAT'S BEEN IN THE FUND FOR A COUPLE
15 OF YEARS. WE'RE NOT IMPACTING THE CURRENT AMOUNT AT ALL.
16 THERE'S STILL AMOUNTS OF 4.5 FOR ACCESS AT SAN GABRIEL AND
17 ANTELOPE VALLEYS SO THEY'RE NOT BEING IMPACTED AT ALL. AND,
18 EVEN WITH THE 25 MILLION WE EXPECT IN '07/'08, WE'LL HAVE
19 STILL A SURPLUS IN THE FUNDS OF \$4.5 MILLION.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THE PURPOSE FOR WHICH THESE ONE
22 TIME FUNDS ARE BEING USED ARE FOR ONGOING COSTS OR DO YOU SEE
23 THESE AS ONE TIME COSTS?

24



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1 **ALAN WECKER:** FOR MEASURE B, IT WOULD BE BECAUSE OF THE COSTS
2 THAT WE HAVE IN OUR EMERGENCY ROOM, THESE COSTS TECHNICALLY
3 ARE ONGOING BUT THIS HELPS WITH BASICALLY OUR BOTTOM LINE. IF
4 YOU NOTICE AT THE END WE BASICALLY HAD A SURPLUS OF \$23
5 MILLION. WITHOUT THE \$25 MILLION FROM MEASURE B, WE'D ACTUALLY
6 BE RUNNING A DEFICIT OF ABOUT 2 MILLION.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, BUT THAT WASN'T MY QUESTION.
9 MY QUESTION IS, WE DON'T TEND, AS A POLICY, TO USE ONE-TIME
10 MONIES TO FUND ONGOING EXPENSES BECAUSE THEY'RE NOT
11 SUSTAINABLE. IN OTHER WORDS, WHAT WILL WE DO NEXT YEAR? THIS
12 RESERVE, THIS UNSPENT PROP B MONEY WILL BE GONE BUT THE
13 EXPENSES WILL NOT BE. SO WHAT'S THE RATIONALE FOR DOING
14 SOMETHING THAT WE NEVER DO?

15

16 **C.A.O. JANSSEN:** MR. CHAIRMAN, YOU'RE ABSOLUTELY RIGHT ABOUT
17 THE POLICY AS IT RELATES TO THE GENERAL FUND. THAT POLICY HAS
18 NOT BEEN FOLLOWED IN THE HEALTH DEPARTMENT BECAUSE WE HAVE
19 USED RESERVES, AS YOU KNOW, TO CONTINUE TO PUSH OFF THE
20 DEFICIT YEAR TO YEAR. SO IT IS A NORMAL PRACTICE,
21 UNFORTUNATELY, IN THE HEALTH DEPARTMENT TO KEEP THE SERVICES
22 GOING TO USE THE GENERAL RESERVE AS PART OF THE OPERATING
23 BUDGET. AND THAT'S WHY, IN THE FOLLOWING YEAR, IN '07/'08 THE
24 DEFICIT REAPPEARS. AND, IN THE FIFTH YEAR, IT'S ABOUT \$650
25 MILLION. SO IT'S NOT A GOOD POLICY BUT THE ALTERNATIVE IS TO



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1 CUT PROGRAMS. AND THE DEPARTMENT IS WORKING ON THAT AND WE'LL
2 HAVE A PACKAGE FOR DISCUSSION IN SEPTEMBER ON WHERE YOU COULD
3 MAKE REDUCTIONS IN SERVICES. THE REASON-- NOW, WE COULD USE A
4 LAST-IN, LAST-OUT WITH THIS MONEY. IF WE ARE ABLE TO END THE
5 FISCAL YEAR WITH \$120 MILLION SURPLUS, YOU COULD PUT THE 25
6 MILLION BACK IN THE PROP MEASURE B FUND AND THEN YOUR SURPLUS
7 WOULD BE ABOUT \$95 MILLION. SO WE COULD LOOK AT IT THAT WAY.
8 BUT IT IS NEEDED TO PROPOSE A BALANCED BUDGET.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** IN THE PAST, COULD YOU GIVE ME AN
11 EXAMPLE HER YOU USED ONE-TIME MONIES OTHER THAN FUND BALANCE?

12

13 **C.A.O. JANSSEN:** WELL, THAT IS ONE-TIME MONEY.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YEAH, IT'S ONE-TIME MONEY
16 EXCEPT IT REAPPEARS EVERY YEAR.

17

18 **C.A.O. JANSSEN:** IN THE HEALTH DEPARTMENT OR IN THE GENERAL
19 BUDGET?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** IN THE HEALTH DEPARTMENT. WHAT IS
22 YOUR FUND BALANCE GOING TO BE THIS YEAR? 100 AND WHAT MILLION
23 DOLLARS?

24



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1 **C.A.O. JANSSEN:** ABOUT \$157 MILLION, I THINK? THE DESIGNATION,
2 AT ONE TIME, WAS 400 MILLION. WE'VE BEEN USING IT...

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** I UNDERSTAND. A COUPLE WEEKS AGO,
5 IT WAS NEGATIVE. AND THEN, NOW, ALL OF A SUDDEN IT'S 150
6 POSITIVE. SO ALL I'M SAYING-- WHERE HAVE WE EVER DIPPED INTO A
7 RESERVE OTHER THAN THAT, OTHER THAN FUND BALANCE TO...

8

9 **C.A.O. JANSSEN:** WELL, THE DESIGNATION IS A RESERVE. THE HEALTH
10 DEPARTMENT DESIGNATION IS A RESERVE.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, BUT IT'S LARGELY FUNDED BY
13 THESE KINDS OF DEVELOPMENTS TO THE END OF THE FISCAL YEAR, IS
14 IT NOT? FUND BALANCE?

15

16 **C.A.O. JANSSEN:** ADDITIONAL, YES. ADDITIONAL REVENUES, RIGHT,
17 EXACTLY.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** 90% IF NOT MORE IS FUND BALANCE,
20 AS IT IS IN VIRTUALLY EVERY OTHER DEPARTMENT IN THE COUNTY. SO
21 ALL I'M SAYING IS, I MEAN, WHEN WE USED THE TOBACCO SETTLEMENT
22 MONEY, AS I UNDERSTAND IT, WE'RE USING IT FOR ONE-TIME
23 EXPENDITURES.

24

25 **C.A.O. JANSSEN:** RIGHT.



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2 **SUP. YAROSLAVSKY, CHAIRMAN:** UNDER THE CAPITAL EXPENDITURES.
3 THIS ACCUMULATION IS BEING USED ON A ONE-TIME-- IT'S A ONE-
4 TIME ACCUMULATION THAT'S GOING TO BE USED FOR ONGOING
5 EXPENDITURES. WAS IT YOUR INTENT TO-- WAS IT YOUR INTENT TO DO
6 A LAST-IN, LAST-OUT APPROACH TO THIS?

7

8 **C.A.O. JANSSEN:** NO. BUT THAT CERTAINLY IS SOMETHING THAT'S
9 EASY TO DO IF THE BOARD IS CONCERNED ABOUT THE USE OF THESE
10 PARTICULAR FUNDS AND I CERTAINLY UNDERSTAND WHY YOU WOULD BE.
11 WE COULD DO IT FIRST-IN, LAST- IN, FIRST-OUT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, IF YOU DON'T NEED THEM...

14

15 **C.A.O. JANSSEN:** THEN WE CAN PUT IT BACK.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** IF YOU DON'T NEED THEM THEN, I
18 MEAN, I WOULD ASK THAT YOU...

19

20 **C.A.O. JANSSEN:** THAT'S FINE. MAKE A MOTION TO THAT EFFECT AND
21 THAT WILL BE THE DIRECTION.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** WOULD THERE BE ANY OBJECTION TO
24 THAT?

25



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1 **SUP. MOLINA:** I DON'T UNDERSTAND HOW THAT WOULD OPERATE
2 DIFFERENTLY.

3

4 **C.A.O. JANSSEN:** WELL, AT THE END OF THE '07/'08 YEAR, IF WE'VE
5 RECEIVED OUR MANAGED CARE RATE INCREASE OR ANY OTHER
6 ADJUSTMENTS IN THE PHYSICIANS ACCOUNTS, ET CETERA, AND THE
7 DEPARTMENT HAS A SURPLUS OF-- A RESERVE SURPLUS OF \$120
8 MILLION, WE WOULD SHIFT OR WE WOULD ASK YOU TO SHIFT 25
9 MILLION OF THAT BACK INTO THE MEASURE B RESERVE. THAT'S HOW IT
10 WOULD WORK.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IF THERE'S NO OBJECTION
13 TO THAT, THEN CONSIDER YOURSELF DIRECTED TO DO THAT. WE DON'T
14 HAVE TO GO-- NO. JUST LAST-IN, LAST-OUT. IF WE NEED IT, WE'LL
15 USE IT. IF YOU DON'T NEED IT, IT STAYS IN THE RESERVE.

16

17 **C.A.O. JANSSEN:** IT STAYS IN THE RESERVE.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR BURKE AND THEN MR.
20 KNABE AND THEN MR. ANTONOVICH.

21

22 **SUP. BURKE:** ON THE ITEM 9, THE METROCARE, THE 9 MILLION FOR
23 '06/'07 AND 44.3, IS THAT THE DIFFERENCE? IS THAT MONEY THAT
24 WAS PICKED UP FROM THE INSTITUTION OF METRO CARE AND WHERE
25 DOES THAT COME FROM PRIMARILY?



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1

2 **ALAN WECKER:** THE INFORMATION THAT YOU'RE LOOKING AT IS REALLY
3 A CHANGE FROM OUR PROPOSED BUDGET TO THE FINAL BUDGET AND
4 WHAT'S SITTING IN THERE IS THERE WAS AN ASSUMPTION THAT--
5 OKAY, SORRY. THERE WAS AN ASSUMPTION THAT 60 PERCENT OF THE
6 EMPLOYEES AT M.L.K. WOULD BE MITIGATED TO DIFFERENT PARTS OF
7 OUR HEALTH SERVICES SYSTEM AND BASICALLY WITH THE COST OF
8 THOSE EMPLOYEES, WE WERE ASSUMING TO BE SOMEWHERE AROUND \$44
9 MILLION. IN REALITY, WHAT ENDED UP OCCURRING WAS THAT THERE
10 WAS ONLY 391 EMPLOYEES MITIGATED TO OUR OTHER FACILITIES. WE
11 WERE ABLE TO KEEP THEM WITHIN THE CURRENT BUDGET AND IT ONLY
12 COSTS US \$6 MILLION. SO THERE YOU'RE LOOKING AT ABOUT A \$38
13 MILLION SAVINGS. THE OTHER PART THAT YOU'RE LOOKING AT WAS, IN
14 OLIVE VIEW MEDICAL CENTER, WHAT ENDED UP OCCURRING IS WE HAD
15 ALLOCATED FUNDS FOR PATIENTS FROM KING TO GO TO OLIVE VIEW.
16 THAT NEVER OCCURRED SO WE NEVER HAD IT. SO WHAT YOU'RE LOOKING
17 HERE IS REALLY THE CHANGE. WHAT THIS BUDGET AND THESE NUMBERS
18 REPRESENT IS THE CHANGE FROM THE PROPOSED BUDGET TO FINAL
19 CHANGES AND THAT'S WHAT'S REPRESENTED IN THE NUMBERS THAT
20 YOU'RE LOOKING ON IN THE SCHEDULE. WE HAD ALREADY INCLUDED
21 SOME OF THE COSTS OF METROCARE ORIGINALLY IN THE PROPOSED
22 BUDGET AND WHAT YOU'RE SEEING IS THE CHANGE IN DIFFERENTIAL.
23 OKAY. THE COST...

24



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1 **C.A.O. JANSSEN:** THIS-- I MEAN, MR. CHAIRMAN, THIS IS REALLY
2 VERY GOOD NEWS FOR THE DEPARTMENT'S BUDGET. IF YOU REMEMBER,
3 YOU DECIDED NOT TO LAY OFF ANYONE FROM M.L.K. AS A RESULT OF
4 THE DOWNSIZING IN METROCARE. THE DEPARTMENT, AT THAT TIME,
5 GAVE THE ONLY ESTIMATE THEY COULD AS TO WHAT THAT MIGHT COST
6 AND THAT WAS IN THE NEIGHBORHOOD OF \$40 MILLION. IN FACT, THEY
7 HAVE BEEN ABLE TO EITHER ABSORB IN EXISTING BUDGETED POSITIONS
8 ELSEWHERE IN THE DEPARTMENT OR PEOPLE HAVE TRANSITIONED OUT,
9 ET CETERA, SO THAT IT ACTUALLY COST ONLY \$6 MILLION.

10

11 **SUP. BURKE:** THANK YOU.

12

13 **SUP. MOLINA:** ON THAT SAME ISSUE, DO YOU WANT TO STAY ON THAT
14 ISSUE?

15

16 **SUP. BURKE:** I HAVE TO DIGEST EXACTLY WHERE THEY WENT BUT GO
17 AHEAD, YES.

18

19 **SUP. MOLINA:** NO, I WANT YOU TO-- BECAUSE I'M GOING TO-- I WANT
20 TO ADDRESS THAT ISSUE BUT I CAN WAIT MY TURN.

21

22 **SUP. BURKE:** NO, GO AHEAD. I THINK WE SHOULD FINISH.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** IF IT'S BRIEF. I MEAN...

25



**The Meeting Transcript of
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1 **SUP. MOLINA:** NO.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** ...IF IT'S ON THIS POINT. IT WON'T
4 BE BRIEF. ALL RIGHT SO LET'S WAIT BECAUSE MR. KNABE WAS NEXT,
5 THEN ANTONOVICH, THEN MRS. MOLINA.

6

7 **SUP. KNABE:** YEAH, JUST A CLARIFICATION. I MEAN, OBVIOUSLY, I'M
8 NOT SURE THAT'S A TOTALLY ACCURATE PICTURE BECAUSE YOU'RE
9 REALLY USING RESERVES TO COVER THOSE COSTS, IS THAT CORRECT?

10

11 **ALAN WECKER:** YES.

12

13 **SUP. KNABE:** AND THEN I WOULD SUPPORT, TOO, AND I GUESS WE'VE
14 ALREADY DIRECTED ON THIS REPAYMENT OF MEASURE B, BECAUSE,
15 OBVIOUSLY, THAT DISCUSSION HAS NEVER TAKEN PLACE BEFORE THIS
16 BOARD AS A POLICY HOW THAT MONEY IS TO BE DIRECTED OR SPENT
17 WITHIN INSIDE THE DEPARTMENT AND IT'S A HUGE ISSUE. THE OTHER
18 THING IS THE MANAGED CARE SUPPLEMENT? YOU'RE ANTICIPATING A
19 VERY SIGNIFICANT AMOUNT OF MONEY FROM THAT. WHAT WOULD BE OUR
20 TOTAL EXPOSURE SHOULD THAT NOT BE SUCCESSFUL?

21

22 **ALAN WECKER:** OVER-- IT WOULD BE \$160 MILLION. THAT'S OVER A
23 TWO-YEAR TIME PERIOD. WE'RE ASSUMING APPROXIMATELY 72 MILLION
24 IN '06/'07 AND ABOUT 88 MILLION IN '07/08. SO WHAT WE HAVE AT
25 RISK IS 160 MAXIMUM. HOWEVER, C.M.S. CAN APPROVE PARTS OF IT



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1 AND WE BELIEVE THAT CERTAIN PARTS OF IT HAVE A BETTER CHANCE
2 OF BEING APPROVED THAN OTHER PARTS SO IT'S NOT...

3

4 **SUP. KNABE:** AND THAT PORTION THAT HAS A BETTER CHANCE, WHAT
5 NUMBER IS THAT, INSIDE THE 160 MILLION OVER TWO YEARS?

6

7 **ALAN WECKER:** WE'RE LOOKING AT ABOUT \$50 MILLION.

8

9 **SUP. KNABE:** SO THAT'S A POTENTIAL SIGNIFICANT HIT. I MEAN,
10 WHAT'S THE REALITY? IS IT A 50/50? OR IS IT 60/40? IS IT
11 70/30?

12

13 **ALAN WECKER:** IT'S REALLY HARD TO TELL RIGHT NOW BECAUSE
14 C.M.S., EVERY WEEK, WE GET THINGS IN THE FEDERAL REGISTRY THAT
15 KEEPS CHANGING CURRENT POLICIES. IT'S VERY HARD TO TELL WHAT
16 THEY ARE DOING. WE DO BELIEVE THAT, BASED ON CURRENT
17 INTERPRETATION, WE DO BELIEVE THE WHOLE THING IS-- SHOULD BE
18 APPROVED BY C.M.S. BUT, OVER THE LAST YEAR, THEY'VE
19 REINTERPRETED THEIR OWN RULES AND THEY'RE LOOKING AT HOW THEY
20 REINTERPRET THINGS. THAT'S WHAT'S MAKING THINGS A LITTLE BIT
21 HARDER.

22

23 **SUP. KNABE:** AND WE'RE WATCHING IT VERY CLOSELY SO WE CAN MAKE
24 THAT ADJUSTMENT QUICKLY SHOULD THE REGS BE CHANGED



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1 SIGNIFICANTLY TO CHANGE THE FORMULA THAT YOU'RE COUNTING THAT
2 160 MILLION?

3

4 **ALAN WECKER:** YES. WE'RE GOING AHEAD AND WE LOOK AT THE FEDERAL
5 REGISTRY ALL THE TIME. WE HAVE OUR LAWYERS LOOKING AT IT, BOTH
6 OUR INSIDE AND OUTSIDE ATTORNEYS. AND WE'RE WORKING WITH THE
7 STATE THE WHOLE TIME.

8

9 **SUP. KNABE:** OKAY.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR? I'M SORRY. MR.
12 JANSSEN.

13

14 **C.A.O. JANSSEN:** MR. CHAIR, COULD I RESPOND TO ONE ITEM THAT
15 SUPERVISOR KNABE REFERENCED? AND THAT'S THE USE OF THE
16 DESIGNATION. IF YOU LOOK AT THE FORECAST, AND REALLY WHAT YOU
17 HAVE BEFORE YOU IS THE FIVE-YEAR FORECAST, THE SHORTFALL IN
18 '10/'11 IS \$688 MILLION CUMULATIVE. IN '08/'09, ASSUMING WE
19 GET THE MANAGED CARE RATE INCREASE, THE DEFICIT REOCCURS AT
20 ABOUT \$120 MILLION. THAT MEANS THE RESERVES ARE USED UP AND
21 THEN THERE IS AN ACTUAL SHORTFALL FOR THE FOLLOWING YEARS THAT
22 CONTINUES TO BUILD, BASED ON THE COST ADJUSTMENTS THAT WE
23 HAVE. SO THERE'S GOOD NEWS AND BAD NEWS IN TERMS OF THIS
24 BUDGET. THE GOOD NEWS IS THE DEFICIT USED TO BE PROJECTED AT
25 ABOUT A BILLION AND A HALF OVER A FIVE-YEAR PERIOD. SO THAT



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1 IMPROVEMENT HAS BEEN RATHER SUBSTANTIAL OVER THE LAST SEVERAL
2 YEARS. THE ASSUMPTIONS THAT HAVE GONE INTO THE HEALTH BUDGET
3 HAVE BEEN NUMEROUS OVER THE YEARS, AS WELL. THE ASSUMPTION NOW
4 IS, ONE, MANAGED CARE RATE INCREASE. THE OTHER ASSUMPTION,
5 WHICH WE'RE ALL IN WASHINGTON TALKING ABOUT, WAS THE PROPOSED
6 RULE, THE PROPOSED C.M.S. RULE. IT WAS, IN FACT, INCLUDED IN
7 SUPPLEMENTAL. IT WAS SIGNED BY THE PRESIDENT. THERE'S A ONE-
8 YEAR MORATORIUM ON THE RULE. SO THAT \$200 MILLION EXPOSURE HAS
9 EVAPORATED. THAT'S NOT THE RIGHT WORD BUT IT HAS BEEN
10 DEFERRED. ALTHOUGH, WHEN C.M.S. RESPONDED OR WHEN THEY
11 RELEASED THE RULE, WHICH THEY DID, THEY NOTICED, IN THAT
12 DOCUMENT, THAT IT DOES NOT APPLY TO CALIFORNIA AS LONG AS OUR
13 WAIVER EXISTS. THAT WE HAD NEVER SEEN BEFORE. SO WE ARE OF THE
14 OPINION NOW, I BELIEVE, CORRECT ME IF I'M WRONG, BRUCE, THAT,
15 EVEN WHEN THE ONE YEAR MORATORIUM RUNS, IT WILL NOT EXPOSE
16 CALIFORNIA TO THE SHORTFALL AS LONG AS WE HAVE THE WAIVER.

17

18 **SUP. BURKE:** SO DENNIS SMITH WAS CORRECT WHEN HE SAID THAT TO
19 US?

20

21 **C.A.O. JANSSEN:** DENNIS SMITH WAS CORRECT WHEN HE SAID THAT.
22 THEY HAD NEVER PUT IT IN WRITING, HOWEVER, UNTIL THEY ACTUALLY
23 RELEASED THE RULE. SO THE BUDGET INCLUDES FUNDING FOR...

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** SO IT'S IN THE RULE?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **C.A.O. JANSSEN:** IT'S IN THE RULE.

3

4 **DR. BRUCE CHERNOF:** JUST A SECOND. WHAT DAVID IS SAYING,
5 BECAUSE I THINK IT REFLECTS THIS BOARD'S WORK IN WASHINGTON,
6 D.C. THAT GETTING C.M.S., DENNIS SMITH, TO PUT IN WRITING
7 STATEMENTS THAT HAD BEEN MADE BUT WERE NEVER, YOU KNOW,
8 DOCUMENTED, VERY, VERY IMPORTANT AND THE IMPACT OF THAT BODY
9 OF WORK THAT WE DID AND THIS BOARD DID IN WASHINGTON RESULTS
10 IN MORE THAN \$500 MILLION BECAUSE, EVEN THOUGH THERE'S A ONE-
11 YEAR MORATORIUM FOR EVERY OTHER STATE, THERE IS A MORATORIUM
12 THROUGH THE END OF THE WAIVER FOR US HERE IN CALIFORNIA. VERY,
13 VERY IMPORTANT.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** AND WHEN DOES THE WAIVER END?

16

17 **ALAN WECKER:** '09/'10. SO IT STARTS IN '10/'11. WE COULD BE
18 AT...

19

20 **C.A.O. JANSSEN:** THREE MORE YEARS.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** SO A COUPLE OF YEARS, TWO, THREE
23 YEARS FROM NOW...

24

25 **C.A.O. JANSSEN:** YEAH, WE'LL BE LOOKING AT IT.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WE'VE GOT A TWO OR THREE-YEAR
3 MORATORIUM INSTEAD OF ONE-YEAR MORATORIUM?

4

5 **C.A.O. JANSSEN:** RIGHT.

6

7 **SUP. KNABE:** BUT INSIDE...

8

9 **SUP. BURKE:** BUT WE'VE HAD WAIVERS THE LAST 12 YEARS?

10

11 **C.A.O. JANSSEN:** WELL, THIS IS THE STATE WAIVER. THIS IS NOT
12 OUR WAIVER. WE NO LONGER HAVE THAT WAIVER, RIGHT.

13

14 **SUP. KNABE:** BUT THE OTHER BIG ELEPHANT IN THIS IS THE FACT
15 THAT, YOU KNOW, NONE OF THIS INCORPORATES SHOULD SOMETHING
16 HAPPEN TO KING, IS THAT CORRECT?

17

18 **C.A.O. JANSSEN:** CORRECT.

19

20 **DR. BRUCE CHERNOF:** THAT'S CORRECT.

21

22 **SUP. KNABE:** YOU KNOW, WHETHER IT COSTS US MONEY, SAVES US
23 MONEY, I MEAN...

24

25 **DR. BRUCE CHERNOF:** CORRECT.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SUPERVISOR ANTONOVICH?

3

4 **SUP. ANTONOVICH:** DR. CHERNOF, HOW WOULD THE FISCAL OUTLOOK OF
5 THE DEPARTMENT CHANGE IF M.L.K.-HARBOR HOSPITAL HAPPENED TO BE
6 CLOSED DUE TO THE C.M.S. RECOMMENDATION?

7

8 **ALAN WECKER:** WE'RE ANTICIPATING IT WOULD COST US ABOUT \$200
9 MILLION A YEAR ON FEDERAL REVENUES SO YOU'RE LOOKING AT ABOUT
10 APPROXIMATELY \$200 MILLION PER YEAR HIT ON...

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** I DIDN'T HEAR THAT. HOW MUCH?

13

14 **ALAN WECKER:** ABOUT \$200 MILLION.

15

16 **SUP. ANTONOVICH:** ABOUT 200 MILLION. BUT WHAT'S THE CONTINGENCY
17 PLAN IN CASE THE MANAGED CARE RATE SUPPLEMENTAL IS NOT
18 GRANTED? WOULD THEN THE C.A.O. RECOMMEND INCREASING THE
19 GENERAL FUND AS AN ALTERNATIVE?

20

21 **C.A.O. JANSSEN:** MR. CHAIRMAN, SUPERVISOR, IF THE MANAGED CARE
22 RATE INCREASE IS NOT APPROVED IN TOTAL, WE BELIEVE THAT
23 THERE'S A VERY GOOD CHANCE THAT IT WILL, AS INDICATED, BE
24 PARTIALLY APPROVED AND ALSO THE NEGOTIATIONS WITH PHYSICIAN'S
25 REIMBURSEMENT SHOULD HAPPEN THAT THE FUND BALANCE, THE RESERVE



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1 AT THE END OF '07/'08 IN THE DEPARTMENT WOULD BE ABOUT \$23
2 MILLION. SO THEY WOULD STILL BE POSITIVE EVEN IF WE LOST THE
3 MANAGED CARE RATE INCREASE, IN PART. AND NO GENERAL FUND
4 MONIES, THEREFORE, WOULD BE NEEDED.

5

6 **SUP. ANTONOVICH:** HOW LONG DOES IT REMAIN POSITIVE?

7

8 **C.A.O. JANSSEN:** UNTIL THE NEXT YEAR AND THEN IT'S IN A DEFICIT
9 AGAIN, IN '08/'09.

10

11 **SUP. ANTONOVICH:** BUT KNOWING THAT YOU'D HAVE THAT DEFICIT THE
12 FOLLOWING YEAR, AREN'T THERE NOT STEPS TO BE TAKEN WITH THE
13 REJECTION FROM C.M.S.?

14

15 **C.A.O. JANSSEN:** WELL, THE DEPARTMENT, A COUPLE OF THINGS. IN
16 SEPTEMBER, THE DEPARTMENT WILL HAVE AVAILABLE DURING
17 SUPPLEMENTAL DISCUSSIONS ABOUT POTENTIAL REDUCTIONS IN THE
18 DEPARTMENT. AND I CAN TELL YOU NOW, THE LIST IS NOT A LOT
19 DIFFERENT THAN IT WAS WHEN WE LOOKED AT IT IN 2002, THAT, IF
20 WE NEED TO MAKE REDUCTIONS, THEY'RE GOING TO BE REDUCTIONS IN
21 SERVICES THROUGHOUT THE COUNTY. THE DEPARTMENT ITSELF HAS BEEN
22 AND IS WORKING TO THE EXTENT THAT THE DIRECTOR HAS TIME ON
23 SYSTEMIC SAVINGS WITHIN THE DEPARTMENT AND THEY HAVE BEEN
24 MAKING PROGRESS IN REDUCING THE COST OF OPERATIONS OF THE



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1 ENTIRE SYSTEM. SO IT'S A COMBINATION OF THOSE TWO THAT YOU
2 WILL BE DISCUSSING IN SEPTEMBER.

3

4 **SUP. ANTONOVICH:** THE BUDGET INCLUDES 19 NEW D.H.S. H.R.
5 POSITIONS AND IT APPEARS THAT THERE'S NOW A TREND AMONG
6 DEPARTMENTS TO REQUEST H.R. POSITIONS. IS YOUR OFFICE TAKING A
7 COMPREHENSIVE LOOK AT THE LOOK AT THE EFFECT OF DECENTRALIZING
8 THE H.R. FUNCTION COUNTYWIDE? AND HOW HAS THE DECENTRALIZATION
9 OF H.R. FUNCTIONS IMPACTED THE COUNTY'S CENTRAL H.R.
10 DEPARTMENT?

11

12 **C.A.O. JANSSEN:** LET ME ANSWER THAT THIS WAY. THE ADDITIONAL
13 POSITIONS THAT THEY ARE REQUESTING ARE FOR THEIR OWN WORKLOAD
14 PURPOSES. BUT, SECONDARILY, WE ARE GOING TO BE LOOKING AT
15 SPECIFICALLY THE WHOLE ISSUE OF SHARED SERVICES IN HUMAN
16 RESOURCES AS PART OF OUR OPERATIONAL IMPROVEMENTS INITIATIVE.
17 AND, AS WE HAVE DONE IN INFORMATION TECHNOLOGY, AS WE HAVE
18 DONE IN FISCAL, WE WILL BE LOOKING AT THAT AS PART OF HUMAN
19 RESOURCES, AS WELL.

20

21 **SUP. ANTONOVICH:** WHAT'S THE TOTAL AMOUNT IN COUNTY GENERAL
22 FUND IN THE DEPARTMENT OF HEALTH BUDGET, INCLUDING ALL P.F.U.S
23 AND DESIGNATIONS?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** 700 MILLION COMES TO MIND IF YOU INCLUDE ALL
2 OF THE VARIOUS TOBACCO RESOURCES, GENERAL FUND. I THINK IT'S--
3 HERE, IT'S COMING. DARRILYN KNOWS. I'LL GIVE YOU AN EXACT
4 FIGURE IF WE HAVE ONE. I BELIEVE THERE'S ONLY 30 MILLION OF
5 ADDITIONAL GENERAL FUND THIS YEAR IN THE PROPOSED.
6 748,783,000.

7

8 **SUP. ANTONOVICH:** SAY 749 BASICALLY?

9

10 **C.A.O. JANSSEN:** 453 MILLION OF THAT IS EITHER MAINTENANCE OF
11 EFFORT OR VEHICLE LICENSE FEES. SO THAT'S REQUIRED. SO THE NET
12 DIFFERENCE IS RIGHT AROUND 300 MILLION OF ACTUAL GENERAL FUND.

13

14 **SUP. ANTONOVICH:** WHAT WAS IT LAST YEAR?

15

16 **C.A.O. JANSSEN:** IT WAS, AS I SAID, I THINK WE'RE ONLY ADDING
17 30 MILLION IN GENERAL FUND? FOR THE PROPOSED BUDGET? SO IT
18 WOULD BE 718. ACTUALLY, IT'S IN FRONT OF ME. IT'S 692.

19

20 **SUP. ANTONOVICH:** IN THE PROPOSED BUDGET, L.A.C./U.S.C. WILL
21 TRANSFER THE OPERATION OF THE PSYCHIATRIC OUTPATIENT CLINIC TO
22 D.M.H. HOW DOES THAT IMPACT THE DEPARTMENT OF MENTAL HEALTH'S
23 BUDGET?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **ALAN WECKER:** IT'S ALREADY AFFECTED IN THE FISCAL AND WE'RE
2 ASSUMING-- OH, SORRY. OH, HOW DOES IT AFFECT MENTAL HEALTH?

3

4 **C.A.O. JANSSEN:** THE QUESTION WAS HOW DOES THE TRANSFER OF THE
5 PSYCH OUTPATIENT, WAS IT, SUPERVISOR? TO MENTAL HEALTH AFFECT
6 THE MENTAL HEALTH BUDGET. THAT'S NOT ANTICIPATED TO COME TO
7 YOU UNTIL THE FALL SO YOU HAVE NOT ACTUALLY TAKEN THAT ACTION
8 YET SO THERE IS NOT AN ASSUMPTION IN THE PROPOSED BUDGET.

9

10 **SUP. ANTONOVICH:** BUT DOES THAT IMPACT THE BUDGET THAT WE'D BE
11 APPROVING TODAY IF WE APPROVED IT TODAY?

12

13 **C.A.O. JANSSEN:** NO.

14

15 **SUP. ANTONOVICH:** NO. THE DEPARTMENT OF HEALTH SERVICES
16 ESTIMATES AN ANNUAL SAVINGS OF \$1.2 MILLION DUE TO THE
17 TRANSFER OF PSYCHIATRIC SERVICES TO THE DEPARTMENT OF MENTAL
18 HEALTH. WOULD THOSE PROJECTED SAVINGS SHIFT TO OUR COUNTY'S
19 EMERGENCY ROOMS?

20

21 **DR. BRUCE CHERNOF:** THEY'LL SHIFT TO THE DEPARTMENT,
22 SUPERVISOR, AS PART OF OUR ONGOING OPERATIONS, INCLUDING THE
23 EMERGENCY ROOMS.

24



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 **SUP. ANTONOVICH:** BUT THE DEPARTMENT COULD SPEND THEM OUTSIDE
2 EMERGENCY ROOM NEEDS?

3

4 **DR. BRUCE CHERNOF:** WE WOULD USE THEM FOR OPERATIONS IN
5 GENERAL. THEY AREN'T EARMARKED TO GO TO ONE SPECIFIC PLACE.

6

7 **SUP. ANTONOVICH:** WHY IS THERE A NET INCREASE IN COSTS IN
8 BUDGET POSITIONS DUE TO THE PATIENT FLOW MANAGEMENT PROGRAM?

9

10 **ALAN WECKER:** OKAY. WHAT WE'RE TRYING TO DO AT OUR HOSPITALS IS
11 WE'RE TRYING TO HIRE ADDITIONAL PEOPLE IN ORDER TO HELP US GET
12 THROUGH THE PATIENTS THROUGH THE SYSTEM. RIGHT NOW, WE'RE
13 GETTING-- THE STATE IS BASICALLY DOING A TAR PROCESS WHERE
14 THEY'RE TAKING A LOOK AT ALL OUR PATIENTS AND, IF THEY DON'T
15 THINK THEY'RE APPROPRIATE IN THE HOSPITAL, THEY WOULD GO AHEAD
16 AND DENY THE DAY AND NOT PAY IT. WHAT THESE PEOPLE ARE GOING
17 TO DO IS THEY'RE GOING TO HELP US IN MAKING SURE THAT WE DON'T
18 HAVE THIS PROBLEM, THAT THE PATIENTS ARE FLOWING THROUGH THE
19 SYSTEM. IT REDUCES OUR DENY DAY PROBLEM. SO WE THINK THAT,
20 ONCE THIS IS PUT INTO THE SYSTEM, THAT WE'LL BE ABLE TO HAVE
21 MORE REDUCTIONS IN OUR DENY DAYS THAT WE HAVE IN THE SYSTEM.

22

23 **DR. BRUCE CHERNOF:** ONE ADDITIONAL POINT ON THAT, SUPERVISOR,
24 IS WE HAVE WORKED VERY HARD WITHIN THE DEPARTMENT OVER THE
25 LAST YEAR TO DECREASE THE PERCENTAGE OF DENY DAYS. FROM MY



**The Meeting Transcript of
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1 EXPERIENCE AWAY IN THE PRIVATE SECTOR AND NOW BACK IN THE
2 DEPARTMENT, THAT SEEMED LIKE A REAL OPPORTUNITY TO ME AND WE
3 HAVE MADE SIGNIFICANT PROGRESS. AND WHAT IS NOW CLEAR TO ME IS
4 THAT, BASED ON THAT PROGRESS, A SMALL INVESTMENT OF ADDITIONAL
5 RESOURCES, STAFF THAT DO MORE TRADITIONAL UTILIZATION
6 MANAGEMENT IN A HOSPITAL SETTING TO MOVE PATIENTS THROUGH,
7 HAVE THE OPPORTUNITY TO DECREASE THE NUMBER OF DENY DAYS EVEN
8 FURTHER, WHICH GENERATES REVENUE FOR THE DEPARTMENT, A DAY
9 THAT WE DON'T GET PAID FOR IS A DAY WE DON'T GET PAID FOR BUT
10 WE STILL HAVE ALL THE COSTS ASSOCIATED WITH IT. SO OUR GOAL IS
11 TO REALLY IMPROVE OUR REIMBURSEMENT PER BED PER DAY WHEREVER
12 POSSIBLE AND THAT'S WHERE THIS SPECIFIC INFUSION IS TARGETED
13 AND IT'S BASED ON OUR OWN EXPERIENCE TO DATE.

14

15 **SUP. ANTONOVICH:** WITH THE REDUCTION IN NURSE REGISTRIES, WHAT
16 ARE WE SAVING?

17

18 **ALAN WECKER:** WELL, I THINK WE'RE ANTICIPATING TO SAVE, OVER
19 FIVE YEARS, APPROXIMATELY \$30 MILLION BUT WE'RE HOPING NOW
20 WITH THE CURRENT INCREASE IN THE SALARIES THAT HAVE BEEN GIVEN
21 TO THE NURSES, WE'RE HOPING TO GET ADDITIONAL SAVINGS. WE'LL
22 HAVE MORE PEOPLE ON COUNTY STAFF AND USING THE REGISTRIES
23 LESS.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** WHAT IS THE IMPACT OF MEDICAL REDESIGN ON
2 RECEIPT OF SECTION 1011 REIMBURSEMENTS AND CAN THE COUNTY
3 ACCEPT MEDI-CAL REDESIGN IN SECTION 1011 PAYMENTS?

4

5 **ALAN WECKER:** OUR LATEST REVIEW WITH OUR OUTSIDE ATTORNEYS, WE
6 DO BELIEVE THAT WE CAN ACCEPT BOTH 1011 FUNDS AND FUNDS
7 THROUGH MEDI-CAL REDESIGN.

8

9 **SUP. ANTONOVICH:** JUST TO GO BACK, DAVID, REGARDING THE
10 INTEROPERABILITY BUDGET ADJUSTMENT, YOU RECENTLY SENT US A
11 MEMO REGARDING THE USE OF SATELLITE FOR INTEROPERABILITY. HOW
12 DOES THE COST OF SATELLITE SYSTEM COMPARE TO USING LAND LINES
13 OR RADIOS FOR INTEROPERABILITY?

14

15 **C.A.O. JANSSEN:** I REMEMBER SIGNING THE MEMO. I DON'T REMEMBER
16 WHAT IT SAID. CAN WE REPORT BACK TO YOU ON THAT, SUPERVISOR?

17

18 **SUP. ANTONOVICH:** RIGHT, IT'S A REPORT BACK BUT JUST FOR THAT
19 COST, SO WE'D BE ABLE TO HAVE A FIGURE TO NEGOTIATE WITH OUR
20 CITIES AND OTHER COUNTIES.

21

22 **C.A.O. JANSSEN:** RIGHT. THIS WAS PART OF THE SHERIFF FIRE RADIO
23 PROJECT, RIGHT.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, WE'RE NOT THERE, WE'RE NOT
2 AT THAT POINT YET.

3

4 **SUP. ANTONOVICH:** NO, NO. THAT WAS ITEM 1. I KNOW. I JUST WENT
5 BACK TO IT.

6

7 **C.A.O. JANSSEN:** OH, RIGHT. THAT WAS-- YEAH. THERE IS A PIECE,
8 YES.

9

10 **SUP. ANTONOVICH:** COULD WE GET SOME HARD FIGURES SO WE KNOW?

11

12 **C.A.O. JANSSEN:** RIGHT. WE'LL WORK WITH OUR CONSULTANT AND GET
13 YOU SOMETHING.

14

15 **SUP. ANTONOVICH:** REGARDING THE 1.5 MILLION TRANSFER OF FUNDS
16 FROM THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES, SPECIAL
17 PROGRAMS TO THE ASSISTANT'S BUDGET, DID WE FIND OUT WHAT THE
18 HIGHER-- WHAT ARE THE HIGHER THAN ANTICIPATED COSTS PER CASE
19 FOR A.F.D.C. FOSTER CARE?

20

21 **C.A.O. JANSSEN:** WE CAN LET YOU KNOW WHAT THAT IS. I'M JUST
22 SEEING IF TRISH WAS HERE, SHE WOULD KNOW BUT, IF NOT, WE'LL
23 GET BACK TO YOU ON THAT TODAY.

24

25 **SUP. ANTONOVICH:** OKAY, THANK YOU.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. THANK YOU. MS. MOLINA?

3

4 **SUP. MOLINA:** ON THE ISSUE OF THE PSYCH PATIENTS, I WANT TO
5 UNDERSTAND IT. SO IN THE BUDGET WHEN IT'S NOTED THERE, DAVID,
6 THAT INCLUSION IS DEFICIT PLAN ACTIONS INTO THE FINAL CHANGE
7 BUDGET, YOU'RE TALKING ABOUT THAT, IN SEPTEMBER IS WHEN YOU'RE
8 GOING TO ACTUALLY-- WE'RE NOT GOING TO VOTE ON THAT TRANSFER
9 AS OF YET FOR MENTAL HEALTH TO DEAL WITH THE OUTPATIENT MENTAL
10 HEALTH-- PSYCH, IS THAT CORRECT?

11

12 **ALAN WECKER:** YES.

13

14 **C.A.O. JANSSEN:** YES. THAT WILL BE A DISCUSSION YOU'LL HAVE
15 ABOUT SEPTEMBER.

16

17 **SUP. MOLINA:** SO IT'S IN HERE AND IT'S A LITTLE OVER 1 MILLION,
18 WELL, 1 MILLION INITIALLY AND THEN 1.2 AS IT GOES THROUGH. SO
19 I KNOW THAT YOU SPEND MORE THAN THAT IN OUTPATIENT SERVICES
20 NOW, DON'T YOU?

21

22 **ALAN WECKER:** WHAT YOU'RE LOOKING AT IS REALLY THE NET COST.
23 IT'S OUR VARIABLE COST LESS ANY REVENUES THAT WE GET FROM THE
24 DEPARTMENT OF MENTAL HEALTH AND IT'S 1.2 MILLION. AND THIS IS
25 ONLY AT L.A.C./ U.S.C. MEDICAL CENTER OUTPATIENT.



**The Meeting Transcript of
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1

2 **SUP. MOLINA:** RIGHT. AND THIS IS THE NET COST.

3

4 **ALAN WECKER:** NET COST.

5

6 **SUP. MOLINA:** ALL RIGHT. SO WE NOTED THAT AND WE'RE CONCERNED
7 ABOUT IT. I KNOW THAT YOU'VE BEEN NEGOTIATING WITH THE
8 DEPARTMENT OF MENTAL HEALTH AS TO HOW YOU'RE GOING TO MOVE
9 FORWARD ON THAT. AND THERE ISN'T-- WE HAVEN'T SEEN A PLAN AS
10 YET. SO I TAKE IT THAT, IN SEPTEMBER, YOU'RE GOING TO BRING US
11 A PLAN AS TO HOW THAT IS GOING TO WORK, IS THAT CORRECT?

12

13 **DR. BRUCE CHERNOF:** YES, IT IS, SUPERVISOR.

14

15 **SUP. MOLINA:** ALL RIGHT. BUT, AT THE SAME TIME, I'M TRYING TO
16 UNDERSTAND THERE WAS SOME DISCUSSION EARLIER THAT THERE WAS
17 ALSO GOING TO BE A TRANSFER, I DON'T KNOW TO WHO, OF THE PSYCH
18 E.R.S.

19

20 **DR. BRUCE CHERNOF:** SUPERVISOR, AT THIS POINT WITH THE HELP OF
21 THE C.A.O.'S OFFICE, WE-- MY DEPARTMENT AND THE DEPARTMENT OF
22 MENTAL HEALTH ARE REALLY LOOKING CLOSELY AT THE ENTIRE SET OF
23 SERVICES WE'RE OPERATING, INPATIENT...

24

25 **SUP. MOLINA:** YOU MEAN MENTAL HEALTH SERVICES?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

DR. BRUCE CHERNOF: MENTAL HEALTH SERVICES. SO WE'RE LOOKING AT INPATIENT SERVICES, EMERGENCY ROOM SERVICES, OPERATING ROOM SERVICES, TO COME FORWARD TO YOUR BOARD WITH A MORE KIND OF THOUGHTFUL AND COMPREHENSIVE APPROACH ABOUT HOW WE DELIVER MENTAL HEALTH SERVICES, GIVEN THE TOUGH FINANCIAL POSITIONS THAT BOTH DEPARTMENTS ARE IN. SO WE HAVE NOT MADE ANY DECISIONS ABOUT THE PSYCH E.R. AT THIS POINT AND WE WILL BRING FORWARD A FULL PROPOSAL THAT LOOKS AT THOSE SERVICES AS WELL AS INPATIENT AND OTHER SERVICES IN THIS POST M.H.S.A. PERIOD WE'RE IN WHERE D.M.H. HAS ADDITIONAL FUNDINGS TO DO OTHER KINDS OF PROGRAMMATIC THINGS. WE'RE TRYING TO COME FORWARD WITH A THOUGHTFUL PROPOSAL THAT TAKES INTO ACCOUNT WHERE WE ARE.

15

SUP. MOLINA: AND YOU'RE GOING TO BE ABLE TO PRESENT THAT TO US BY SEPTEMBER?

18

DR. BRUCE CHERNOF: WE'RE DOING THIS IN...

20

SUP. MOLINA: WELL, SEE, THAT'S WHAT I'M NOT SURE I UNDERSTAND.

22

DR. BRUCE CHERNOF: I APOLOGIZE.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** I THINK THE OUTPATIENT, SUPERVISOR, AT L.A.C./
2 U.S.C. IS SCHEDULED TO BE DISCUSSED IN THE FALL. THE WHOLE
3 ISSUE, I THINK, WE'RE LOOKING AT JANUARY.

4

5 **DR. BRUCE CHERNOF:** I STAND CORRECTED. I APOLOGIZE.

6

7 **SUP. MOLINA:** ALL RIGHT. WELL, WE ARE UNINFORMED AS TO WHERE WE
8 ARE, WHERE YOU ALL ARE. WE KNOW THERE ARE DISCUSSIONS. WE ALL
9 KNOW THAT IT WAS EVEN PUT KIND OF IN THE ORIGINAL BUDGET OR
10 THE PREVIOUS BUDGET AND THEN REMOVED AND WE'RE CONCERNED ABOUT
11 THAT BECAUSE WE WANT TO UNDERSTAND IT IN FULL CONTEXT AS TO
12 EXACTLY WHAT YOU'RE GOING TO DO. AND, AGAIN, AS I UNDERSTAND,
13 THAT ONLY INCLUDES AT THIS POINT IN TIME L.A. COUNTY U.S.C.,
14 IS THAT CORRECT?

15

16 **ALAN WECKER:** YES.

17

18 **SUP. MOLINA:** WE USED TO HAVE PSYCHIATRIC, I THINK, E.R. AT
19 M.L.K. DID WE HAVE IT AT HARPER?

20

21 **DR. BRUCE CHERNOF:** WE CURRENTLY RUN PSYCHIATRIC EMERGENCY
22 ROOM, SUPERVISOR, AT L.A. COUNTY U.S.C., AT HARBOR U.C.L.A.
23 AND AT OLIVE VIEW.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** OKAY. SO THE PLANS FOR THOSE CHANGES ARE ONLY AT
2 L.A. COUNTY U.S.C., IS THAT CORRECT?

3

4 **DR. BRUCE CHERNOF:** WE HAVE MADE NO FINAL DECISIONS ABOUT
5 CHANGES IN ANY SCOPE OF SERVICE AT THIS POINT AT ANY OF THE
6 FACILITIES, SUPERVISOR. WE'RE STILL WORKING WITH D.M.H.

7

8 **SUP. MOLINA:** AND ARE YOU TAKING INTO ACCOUNT THE HARRIS ROAD
9 RESPONSIBILITIES...

10

11 **DR. BRUCE CHERNOF:** OF COURSE, SUPERVISOR. ABSOLUTELY,
12 SUPERVISOR.

13

14 **SUP. MOLINA:** ...THAT WE HAVE IN THAT AREA? OKAY. WELL, I KNOW
15 THAT THERE'S BEEN DISCUSSION AND I JUST KNOW THERE ARE VARIOUS
16 POLICY ISSUES THAT ARE GOING TO BE RELATED TO IT. I DON'T
17 WANT, IN SEPTEMBER, IT TO BE KNOWN JUST AS A MONEY ISSUE AND
18 I'M NOT SO SURE I EVEN UNDERSTAND THE MONEY ASPECT OF IT. I'D
19 LIKE A PRESENTATION. SO I'M PUTTING IN A MOTION AND MY STAFF
20 HAS A MOTION TO PUT IN ON THIS THAT WE ASK BOTH THE DEPARTMENT
21 OF HEALTH SERVICES AS WELL AS THE DEPARTMENT OF MENTAL HEALTH
22 TO PRESENT A FULL REPORT TO US IN 30 DAYS. NOW, I'M ASKING, AT
23 LEAST WHAT YOU'RE DISCUSSING WHAT SOME OF THE ISSUES ARE, WHAT
24 THE STATUS REPORT IS AND THAT BEING THE FINANCIAL BUT THE HOW
25 TO. HOW ARE YOU DOING IT? WHERE ARE YOU DOING IT? WHERE IS IT



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1 GOING TO GO? HOW IS IT GOING TO WORK? AND WHO WILL BE
2 RESPONSIBLE FOR IT? AND WE JUST NEED TO KNOW WHAT THE CURRENT
3 STATUS IS OF OUR PSYCH E.R.S IN ALL OF OUR FACILITIES. WE KNOW
4 IT'S A PROBLEM BUT I DON'T KNOW HOW IT'S BEING ADDRESSED. AND
5 WE HAVE-- CERTAINLY, WE'RE CONCERNED WHEN I DID SEE IT AT
6 M.L.K. AND IT CONTINUES TO BE A PROBLEM AT L.A. COUNTY U.S.C.
7 SO WE NEED TO REPORT. WE NEED THE POLICY ISSUES RAISED. WE
8 NEED A COMPLETE UNDERSTANDING OF WHERE AND HOW THE MONEY IS
9 GOING TO WORK, WHAT IS GOING TO BE MENTAL HEALTH'S
10 RESPONSIBILITY FINANCIALLY, WHAT IS GOING TO BE THE HEALTH
11 DEPARTMENT FINANCIALLY. WHETHER IT IS A REDUCTION, WHETHER
12 WE'RE GOING TO-- IF IT'S GOING TO BE OUTPATIENT OR HOWEVER
13 YOU'RE GOING TO DO IT. WE NEED TO HAVE A BETTER UNDERSTANDING.
14 I KNOW I DON'T UNDERSTAND IT VERY WELL AND I THINK THAT IT
15 WOULD BE-- THERE ARE POLICY ISSUES THAT WE SHOULD DETERMINE AS
16 TO WHAT WE WANT TO DO AND, UNFORTUNATELY, IT'S AN ESCALATING
17 NEED THROUGHOUT THE COMMUNITY. ON THE OTHER ISSUE, I WANT TO
18 UNDERSTAND, BECAUSE IT CERTAINLY IS VERY DIFFERENT THAN WHAT
19 WAS PRESENTED ORIGINALLY UNDER OUR METROCARE. UNDER METROCARE
20 AND THE SAVINGS THIS TIME, AS YOU ALL NOTED IN THE BUDGET, IS
21 ALMOST \$50 MILLION IN SAVINGS. WE HAD PROPOSED THIS MONEY THAT
22 WOULD BE UTILIZED IN TRYING TO ACHIEVE THE GOALS OF METROCARE
23 BUT WE HAVE SAVINGS. AND WHEN YOU POINT TO THE SAVINGS,
24 BASICALLY, I THINK POINTS TO ONE OF THE PROBLEMS THAT WE'RE
25 FACING NOW. CERTAINLY I, AND PROBABLY OTHERS ON THIS SIDE OF



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1 THE TABLE, WERE OF THE EXPECTATION THAT EVERYONE THERE WOULD
2 BE TERMINATED, IN ONE WAY OR ANOTHER, AND THAT THEY WOULD BE
3 REINTERVIEWED TO SEE WHO WOULD BE INCLUDED IN, QUOTE, THE NEW
4 METROCARE MODEL. AND THE IDEA WAS THAT, MORE THAN LIKELY, WE
5 WOULD SEE A GOOD DEAL OF THE STAFF MOVING ON TO DIFFERENT
6 POSITIONS. THEY WOULD EITHER GO TO OTHER FACILITIES, SINCE WE
7 WOULDN'T BE TERMINATING ANYONE, THEY'D GO TO OTHER FACILITIES
8 AND FILL THOSE VACANCIES, AS WE HAD ENOUGH VACANCIES, AS YOU
9 MENTIONED, TO US, TO AT LEAST ABSORB THEM AT ALL THE OTHER
10 FACILITIES BUT THEY WOULD BE INTERVIEWED THERE AND CERTAINLY
11 WOULD HAVE A RESPONSIBILITY TO MAINTAIN THE SAME LEVEL OF
12 QUALITY THAT WAS AT THOSE PARTICULAR FACILITIES. BUT, AT THE
13 END OF THE DAY, IT IS MY UNDERSTANDING THAT ONLY 20 PERCENT OF
14 THEM ACTUALLY DID LEAVE.

15
16 **DR. BRUCE CHERNOF:** SUPERVISOR, THE 391 THAT MR. WECKER
17 REFERRED TO SIMPLY REFLECTS CHANGES THAT WERE MADE BETWEEN THE
18 PROPOSED BUDGET AND FINAL CHANGES. LET ME WALK THROUGH WITH
19 YOU ALL OF THE H.R. CHANGES THAT HAVE OCCURRED. THERE ARE 250
20 RESIDENT AND INTERN POSITIONS THAT ARE GONE. 174 PSYCH
21 POSITIONS. 20 OTHER POSITIONS. THOSE WERE ALL NOTED, THAT 444
22 WAS ALL NOTED IN THE PROPOSED BUDGET. IN THE FINAL CHANGES...

23
24 **SUP. BURKE:** PARDON ME, I DIDN'T GET-- WHAT WERE THE PSYCH
25 POSITIONS, HOW MANY WERE THERE?



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1

2 **DR. BRUCE CHERNOF:** 174. IN THE FINAL CHANGES, THERE'S BEEN AN
3 ADDITIONAL 391 POSITIONS RELATED TO THE INTERVIEW AND
4 RESTAFFING BASED ON-- LET ME REITERATE, SUPERVISOR, THAT EVERY
5 SINGLE EMPLOYEE WAS INTERVIEWED AND THEN A SELECTION WAS MADE,
6 BASED ON FILE REVIEW AS WELL AS THE INTERVIEW ITSELF. WITH
7 RESPECT TO THOSE FOLKS, MOST QUALIFIED TO HELP US WORK THROUGH
8 THE NEW MODEL. SO THERE IS THAT 391 AND THEN THERE'S ANOTHER
9 287 POSITIONS WHICH WERE BUDGETED BUT VACANT AT THE TIME THAT
10 HAVE ATTRITTED. SO, SINCE WE HAVE BEGUN METROCARE, THE TOTAL
11 NUMBER OF POSITIONS THAT HAVE LEFT THE FACILITY IS 1,122
12 POSITIONS.

13

14 **SUP. MOLINA:** 70 PERCENT OF THE FORMER EMPLOYEES ARE STILL AT
15 M.L.K. SHARE WITH ME HOW YOU WENT THROUGH THAT PROCESS OF
16 SELECTION. WERE THE HARPER DOCS AND ADMINISTRATORS INVOLVED IN
17 THAT SELECTION PROCESS?

18

19 **DR. BRUCE CHERNOF:** YES, THEY WERE, SUPERVISOR. LET ME GO
20 THROUGH THE PROCESS FOR YOU. FIRST, LET ME BEGIN BY SAYING
21 THAT OUR SPECIFIC FOCUS WAS THE HOSPITAL ITSELF. WE DELIVER AN
22 ENORMOUS NUMBER OF OUTPATIENT VISITS AT THE FACILITY, IN THE
23 SPECIALTY AND PRIMARY CARE CLINICS. THOSE INDIVIDUALS WERE NOT
24 INTERVIEWED. THAT BODY OF WORK IS A SECOND BODY OF WORK THAT
25 WAS NOT DONE BECAUSE THIS WAS...



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1

2 **SUP. MOLINA:** ALL RIGHT, SO LET'S START WITH THE NUMBER.

3

4 **DR. BRUCE CHERNOF:** SO JUST FOCUSING...

5

6 **SUP. MOLINA:** WAIT, WAIT, WAIT, WAIT. YOU'RE BLENDING THEM.

7 OUTPATIENT HAS HOW MANY EMPLOYEES? SINCE THOSE ARE THE PEOPLE

8 THAT WERE NOT INTERVIEWED.

9

10 **C.A.O. JANSSEN:** WE'LL GET THAT. WE DON'T HAVE IT RIGHT NOW.

11

12 **SUP. MOLINA:** OKAY. SO THE FIRST NUMBER THAT YOU DID SAY, OKAY,

13 HOW MANY DID THE HOSPITAL HAVE?

14

15 **DR. BRUCE CHERNOF:** SUPERVISOR, I NEED TO GET YOU THE SPLIT

16 BETWEEN-- I DON'T HAVE IT WITH ME TODAY, SUPERVISOR, BUT WE'LL

17 GET YOU...

18

19 **SUP. MOLINA:** WELL, WE KNOW HOW MANY EMPLOYEES, I MEAN, AT THE

20 HOSPITAL.

21

22 **DR. BRUCE CHERNOF:** THE HOSPITAL HAS A STAFFING THAT'S BOTH--

23 IT'S OUTPATIENT AND IT'S INPATIENT SERVICES AND WHAT I DON'T

24 HAVE FOR YOU OFF THE TOP OF MY HEAD IS THE EXACT NUMBER OF

25 INPATIENT ONLY POSITIONS THAT WE INTERVIEWED BUT I CAN...



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** DID THE LION'S SHARE OF THE...

3

4 **DR. BRUCE CHERNOF:** THE LION'S SHARE OF POSITIONS ARE ACTUALLY
5 OUT...

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** THE LION'S SHARE OF THE POSITIONS
8 THAT DISAPPEARED OR THAT WERE REMOVED, PEOPLE WHO WERE MOVED
9 WERE FOR INPATIENT?

10

11 **DR. BRUCE CHERNOF:** THEY WERE ALL INPATIENT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL INPATIENT. AND HOW MANY, IF I
14 COULD JUST-- BECAUSE I THINK SPECIFICITY IS WHAT WE'RE LOOKING
15 FOR. OVERALL AT THE HOSPITAL, WHAT IS THE SCORE CARD? HOW MANY
16 WERE REMOVED? HOW MANY WERE REASSIGNED?

17

18 **DR. BRUCE CHERNOF:** OKAY. THE TOTAL NUMBER OF POSITIONS, OF
19 POSITIONS THAT HAVE DISAPPEARED IS 1,122.

20

21 **SUP. KNABE:** WERE THOSE FILLED POSITIONS? FILLED?

22

23 **DR. BRUCE CHERNOF:** 287 OF THOSE, SUPERVISOR, WERE UNFILLED
24 POSITIONS, THEY WERE BUDGETED BUT UNFILLED. THE REMAINDER WERE
25 ALL FILLED IN ONE FORM OR ANOTHER.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** 1,122?

3

4 **DR. BRUCE CHERNOF:** CORRECT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** AND HOW MANY WERE UNFILLED, YOU
7 SAID?

8

9 **DR. BRUCE CHERNOF:** 287, SUPERVISOR.

10

11 **SUP. KNABE:** WAS THERE ANY CASCADING AS A RESULT OF THIS?

12

13 **DR. BRUCE CHERNOF:** SUPERVISOR, THERE WAS NO CASCADING. THERE
14 WAS THE MITIGATIONS THAT YOUR BOARD APPROVED WHERE WE HAD
15 EMPLOYEES BE PLACED ON OTHER OPEN VACANT ITEMS IN MY
16 ORGANIZATION.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** AND HOW BIG WAS THE-- WHEN YOU SAY
19 1,122 POSITIONS DISAPPEARED OUT OF A TOTAL OF HOW MANY?

20

21 **DR. BRUCE CHERNOF:** WE STARTED WITH-- IF YOU INCLUDE THE
22 BUDGETED BUT UNFILLED POSITIONS, IT WAS 3,188 WAS WHAT WAS ON
23 THE ITEM CONTROL WHEN WE STARTED.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** BUT HOW MANY NEW PEOPLE CAME IN? THAT'S REALLY THE
2 ISSUE.

3

4 **DR. BRUCE CHERNOF:** SUPERVISOR, I WILL HAVE TO GET YOU THAT
5 NUMBER.

6

7 **SUP. BURKE:** THAT REALLY GETS THE CRUX OF THE ISSUE. HOW MANY
8 NEW PEOPLE FROM OTHER FACILITIES WERE HIRED TO COME INTO THE
9 HOSPITAL?

10

11 **DR. BRUCE CHERNOF:** SUPERVISOR, I DON'T HAVE THAT NUMBER WITH
12 ME. IT'S NOT A LARGE NUMBER.

13

14 **SUP. BURKE:** I'M AWARE IT'S NOT A LARGE NUMBER. THAT'S THE
15 PROBLEM.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THE 1,122 A NET FIGURE? IS THE
18 1,122 A NET FIGURE? YOU SAY 1,122 DISAPPEARED...

19

20 **ALAN WECKER:** YES.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** SO IF THERE WERE PEOPLE WHO CAME
23 IN FROM ELSEWHERE THAT'S ALREADY...

24



**The Meeting Transcript of
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1 **ALAN WECKER:** YEAH, I'M SORRY, THESE ARE JUST POSITIONS. THESE
2 AREN'T ACTUAL PEOPLE. WHAT YOU'RE SEEING...

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** MOST OF THEM ARE PEOPLE, THOUGH.
5 ABOUT 80 PERCENT OF THEM, 75 PERCENT OF THEM.

6

7 **ALAN WECKER:** 80 PERCENT OF THEM, YES.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SO IS THIS A NET FIGURE? OR IS
10 WHAT MRS. BURKE TALKING ABOUT...

11

12 **SUP. BURKE:** WELL...

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** HANG ON, HANG ON, NO, NO, NO,
15 NO...

16

17 **SUP. BURKE:** YOU HAVE TO TAKE OUT THE RESIDENTS, WHICH IS 250.
18 YOU TAKE OUT 287 THAT IS THE BUDGETED OR VACANT, SO YOU'RE
19 DOWN TO ALMOST 500.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** I JUST WANTED TO GET A...

22

23 **DR. BRUCE CHERNOF:** IT'S NOT A NET FIGURE.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** IT'S NOT A NET FIGURE.



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The Los Angeles County Board of Supervisors**

1

2 **ALAN WECKER:** NO, IT IS NOT.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO CAN YOU GET US A NET
5 FIGURE? YOU DON'T KNOW IT NOW? MS. BURKE, MS. MOLINA?

6

7 **DR. BRUCE CHERNOF:** CERTAINLY. NO.

8

9 **SUP. MOLINA:** SINCE I-- WHAT I NEED IS THIS. TOMORROW, WE'RE
10 GOING TO DISCUSS THIS. YOU NEED TO GIVE US A CHART. WE, I
11 MEAN, I AM CERTAINLY ONE AND OTHERS MAY OR MAY NOT, I WAS
12 UNDER THE IMPRESSION THAT THIS WOULD BE A VERY RIGOROUS
13 PROCESS, THAT WE WERE TALKING ABOUT REVAMPING THE ENTIRE
14 HOSPITAL, BRINGING IN QUALITY AND THE CALIBER OF PEOPLE THAT
15 COULD REALLY TAKE US THROUGH THIS NEW REEXAMINATION, THAT
16 THERE WOULD BE AN OVERSIGHT AND SUPERVISION OF HARBOR, WHETHER
17 WE WERE TOLD EXACTLY HOW IT WAS GOING TO OPERATE OR NOT. THIS
18 WAS CERTAINLY OUR IMPRESSION THAT THAT WAS THE CASE. SO HERE'S
19 WHAT I NEED FOR TOMORROW BECAUSE YOU HAVE THE NUMBERS.
20 SOMEBODY JUST HAS TO GO AND DO A SPREADSHEET FOR US. WE NEED
21 TO FIND OUT HOW MANY EMPLOYEES WERE AT "M.L.K." AND THEN YOU
22 NEED TO BREAK IT OUT BUY OUT PATIENT AND HOSPITAL. AND YOU
23 NEED TO BREAK IT DOWN BY RESIDENTS BECAUSE YOU REALLY NEED TO
24 REMOVE THOSE COMPLETELY BECAUSE THAT'S WHAT WE ENDED AS WELL.
25 AND THEN YOU NEED TO LET US KNOW UNDER "THE NEW METROCARE



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1 MODEL", THEN YOU NEED TO LET US KNOW HOW MANY EMPLOYEES AND
2 I'M NOT TALKING ABOUT THE HARBOR SIDE OF IT. I'M TALKING ABOUT
3 THE M.L.K. SIDE OF IT. HOW MANY EMPLOYEES ARE THERE FOR THE
4 OUTPATIENT? AND HOW MANY OF THOSE OUTPATIENT DID YOU
5 INTERVIEW? DID YOU BRING IN? DID YOU DO OR NOT TOUCH AT ALL?
6 AND HOW MANY WERE LEFT? AND HOW MANY CAME? STAYED? AND HOW
7 MANY NEW PEOPLE WERE ADDED? THEN YOU HAVE TO GO THROUGH THE
8 HOSPITAL AND YOU HAVE TO TELL US HOW MANY PEOPLE WERE
9 REVIEWED, INTERVIEWED? HOW MANY PEOPLE LEFT TO OTHER
10 POSITIONS? AND HOW MANY PEOPLE ACTUALLY STAYED AFTER THE
11 INTERVIEWS? AND THEN YOU NEED TO LET US KNOW HOW MANY NEW
12 PEOPLE CAME IN FROM THIS INTERVIEW PROCESS. AND I NEED TO KNOW
13 WHO, AT HARBOR, WAS RESPONSIBLE FOR PART OF THAT INTERVIEW
14 PROCESS, PARTICULARLY FOR THE HOSPITAL.

15

16 **DR. BRUCE CHERNOF:** SUPERVISOR, WE'LL BE GLAD TO PROVIDE THAT
17 INFORMATION TO YOU TOMORROW BUT THE APPROPRIATE INDIVIDUALS AT
18 HARBOR INTERVIEWED. SO DEPARTMENT HEADS INTERVIEWED ALL THE
19 STAFF...

20

21 **SUP. MOLINA:** I DON'T CARE WHO THE APPROPRIATE INDIVIDUALS ARE.
22 I NEED TO KNOW WHO THEY ARE.

23

24 **SUP. BURKE:** WASN'T IT BY DEPARTMENT?

25



**The Meeting Transcript of
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1 **DR. BRUCE CHERNOF:** IT WAS BY DEPARTMENT AND BY FUNCTIONAL
2 AREA.

3
4 **SUP. MOLINA:** I KNOW BUT I NEED TO KNOW WHO THEY ARE.

5
6 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT WERE YOU GOING TO SAY,
7 THOUGH? YOU WERE IN THE MIDDLE OF SAYING SOMETHING. WOULD YOU
8 FINISH YOUR SENTENCE? WELL, I'D LIKE TO KNOW WHAT IT WAS YOU
9 WERE ABOUT TO SAY.

10

11 **DR. BRUCE CHERNOF:** THERE WAS A INCREDIBLY THOROUGH-- I MEAN,
12 I'D BE GLAD TO BRING THIS DATA FORWARD. I THINK THAT'S A--
13 GLAD TO DO THAT. THERE WAS AN INCREDIBLY THOROUGH INTERVIEW
14 PROCESS WHERE EVERY SINGLE DEPARTMENT HEAD INTERVIEWED ALL THE
15 PHYSICIANS IN THE PHYSICIAN AREA. EVERY SINGLE NURSE, BY
16 FUNCTIONAL AREA, WAS INTERVIEWED BY HARBOR NURSES. FOR ALL OF
17 THE OTHER STAFF PEOPLE IN THE CRAFTS AND TRADES, SUPPORT
18 SERVICES HAD FACE TO FACE INTERVIEWS BY HARBOR STAFF. IT WAS
19 AN INCREDIBLY-- ON THE HOSPITAL SIDE. ON THE HOSPITAL SIDE.
20 BECAUSE OUR FOCUS WAS NOT ON OUTPATIENT SERVICES TO BEGIN
21 WITH. SO IT WAS A VERY THOROUGH PROCESS AND I'M GLAD TO BRING
22 THE DATA FORWARD.

23

24 **SUP. BURKE:** MR. CHAIRMAN, I THINK THAT ONE THING WE HAVE--
25 WHERE IT SEEMS TO ME THE BREAKDOWN IN TERMS OF WHAT WAS



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1 REPRESENTED TO ME AND WHAT HAPPENED-- AND PROBABLY FOR GOOD
2 REASON IT WAS CHANGED. BUT I WAS TOLD THAT ALL THE STAFF WOULD
3 GO TO HARBOR. THEY WOULD BE TRAINED THERE AND THEN THEY WOULD
4 RETURN TO M.L.K.-HARBOR. AND I UNDERSTAND-- AND THEN THE FIRST
5 RESPONSE I RECEIVED ON THAT WAS THAT MOST OF THOSE PEOPLE WHO
6 WENT TO HARBOR AND CAME BACK, FIRST OF ALL, HARBOR SAID THEY
7 DID NEED THE TRAINING AND THAT THEY WERE VERY EXCITED ABOUT
8 GETTING THIS KIND OF TRAINING. AND THAT, WHEN THEY WENT BACK,
9 THAT THEY WERE VERY-- FELT THAT THEY HAD IMPROVED THEIR
10 SKILLS. BUT, SOMEWHERE ALONG THE LINE, THAT PROCESS THAT HAD
11 BEEN EXPLAINED TO US, I GUESS IT WAS EXPLAINED TO ALL OF US,
12 IT WAS EXPLAINED TO ME, NO LONGER TOOK PLACE AND THAT'S WHAT I
13 WANT TO REALLY UNDERSTAND.

14

15 **DR. BRUCE CHERNOF:** SUPERVISOR, THE PROCESS CHANGED. THE
16 TRAINING PROCESS DID NOT CHANGE BUT THE LOCATION DID AND THE
17 REASON IS VERY SIMPLE. WHEN WE WENT THROUGH THE INTERVIEW
18 PROCESS, WHAT BECAME CLEAR TO US IS THAT OUR GOAL, AS WAS
19 WRITTEN IN THE PLAN, IS TO KEEP ABSOLUTELY THE BEST
20 INDIVIDUALS, MOST CAPABLE OF DOING THE WORK AND TO DECREASE
21 THE AMOUNT OF CONTRACT AND REGISTRY STAFF TO THE GREATEST
22 DEGREE POSSIBLE AND TO BE ABLE TO-- BECAUSE WE WANTED
23 ABSOLUTELY THE BEST PEOPLE. AND THE BOTTOM LINE IS THAT, TO
24 PICK THE BEST PEOPLE, THERE WAS NOT ENOUGH REDUNDANT STAFF TO
25 RUN THE HOSPITAL AND SEND INDIVIDUALS OVER FOR EXTENDED



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1 PERIODS OF TIME TO BE TRAINED AT HARBOR. SO THE DECISION WAS
2 MADE TO HAVE THE HARBOR INDIVIDUALS COME AND TRAIN ON SITE AND
3 THAT HAS BEEN HOW WE'VE APPROACHED ALL THE COMPETENCY
4 TRAINING, ALL THE TESTING HAS BEEN DONE ON SITE. WE'VE HAD
5 ENORMOUS NUMBERS OF RESOURCES ON SITE AT THE FACILITY FROM
6 HARBOR. THEIR ENTIRE NURSING EDUCATION PROGRAM HAS LITERALLY
7 MOVED IN AND SET UP SHOP AND...

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** WHEN WAS THAT DECISION MADE?

10

11 **DR. BRUCE CHERNOF:** AS WE STARTED, AS WE COMPLETED THE
12 INTERVIEWS IN-- WHEN DID WE DO THE MITIGATIONS? THE VERY END
13 OF FEBRUARY, EARLY MARCH.

14

15 **SUP. BURKE:** AND YOU KNOW WHAT THE PROBLEM WITH THAT IS? WHEN
16 THEY WENT TO HARBOR, THEY FOUND OUT THE ATTITUDE PEOPLE HAD
17 THERE AND I'VE-- I'M SHARING THIS WITH PATIENTS WHO CAME FROM
18 M.L.K. EMERGENCY ROOM AND WENT RIGHT TO HARBOR. THE ATTITUDE
19 THERE, THE WHOLE ATMOSPHERE, THE WAY THE PLACE LOOKED,
20 EVERYTHING WAS TOTALLY DIFFERENT. AND IF THEY HAD HAD AN
21 OPPORTUNITY TO GO INTO THAT SETTING, THEY WOULD HAVE HAD A
22 CHANCE TO FIND OUT HOW IT WORKED AND ALSO ALL OF THE THINGS
23 THAT MADE UP THE DIFFERENCE IN TERMS OF EFFICIENCY. AND THAT'S
24 WHY I THINK THAT THAT-- WHEN WE MADE THAT DECISION, IT REALLY



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1 HAD AN IMPACT IN TERMS OF THE ABILITY OF THE STAFF TO ADJUST
2 TO A DIFFERENT MODE AND THAT'S WHAT REALLY CONCERNS ME.

3

4 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, I THINK IT'S A FAIR
5 CONCERN BUT THE REALITY IS THAT WE NEEDED TO CONTINUE TO
6 OPERATE A HOSPITAL. IN AN IDEAL WORLD, YOU'D CLOSE A HOSPITAL,
7 YOU COULD SEND EVERYBODY OFF AND RETRAIN THEM AND START AGAIN.
8 BUT THE PRACTICAL REALITY IS IS WE HAD A HOSPITAL WITH A 48-
9 BED FOOTPRINT AND A HOSPITAL THAT'S DELIVERING 35,000 E.R.
10 VISITS AND MAYBE ANOTHER 10 TO 12,000 URGENT CARE VISITS AND
11 THE GOAL WAS TO HAVE ABSOLUTELY THE BEST PEOPLE AVAILABLE TO
12 DELIVER THOSE SERVICES AND NOT TO KEEP ANYBODY AROUND,
13 CONTRACT OR OTHERWISE, WHO COULDN'T SUPPORT THAT EFFORT. AND
14 THE PLAN HAD TO ADJUST OVER TIME, BASED ON THE RESULTS OF THE
15 INTERVIEWS AND PEOPLE'S ACTUAL SKILLS ON THE GROUND. ONE OF
16 THE THINGS THAT WE'VE DONE THAT IS PROFOUNDLY DIFFERENT THAN
17 ALL THE OTHER WORK THAT HAS GONE ON TO DATE IS, WITH ALL THE
18 OTHER FOLKS YOU BROUGHT IN, THERE'S BEEN LOTS OF TRAINING AND
19 TESTING AND WHATNOT BUT THE NOTION THAT YOU GO BACK TO BASICS
20 WITH FOLKS WHO HAVE WORKED FOR LONG PERIODS OF TIME, IN SOME
21 CASES, IN THEIR ROLES, GO BACK TO BASICS AND HAVE THEM NOT
22 JUST SORT OF BE TRAINED AND THEN REPEAT, "HOW WOULD YOU DO THE
23 FOLLOWING?" BUT TO ACTUALLY DEMONSTRATE THOSE SKILLS. AND, FOR
24 EVERY EMPLOYEE TO HAVE THAT KIND OF INTERVENTION AND TO TRAIN
25 ON POLICIES AND PROCEDURES IN A HANDS-ON WAY, THE INVESTMENT



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1 OF RESOURCES REALLY HAD BEEN DONE BY NO OTHER INTERVENTION
2 PRIOR TO THIS. AND, FRANKLY, IT WOULD HAVE BEEN IMPOSSIBLE TO
3 DO THAT WITH AN INPATIENT _____ APPROACHING 200.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** CAN I JUST ASK YOU, HOW MANY
6 PEOPLE FROM HARBOR DID YOU HAVE COME OVER TO DO THE TRAINING
7 ROUGHLY? YOU KNOW, DO YOU HAVE...

8

9 **DR. BRUCE CHERNOF:** THERE HAVE BEEN DOZENS AND DOZENS.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** DOZENS AND DOZENS. AND DID YOU GET
12 FEEDBACK FROM THE PEOPLE WHO ARE GOING OVER THERE FROM HARBOR,
13 GOING OVER TO KING FROM HARBOR TO DO THE TRAINING? DID YOU GET
14 ANY FEEDBACK ON WHAT THEY SAW WHEN THEY WERE THERE?

15

16 **DR. BRUCE CHERNOF:** YES, SUPERVISOR.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** CAN YOU GIVE US A CLUE AS TO WHAT
19 KIND OF FEEDBACK YOU WERE GETTING?

20

21 **DR. BRUCE CHERNOF:** THE HARBOR STAFF SAW A GROUP OF INDIVIDUALS
22 WHO REALLY WANT THEIR HOSPITAL TO SUCCEED, WHO REALLY
23 BELIEVE...

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, I WASN'T REALLY-- I
2 APPRECIATE YOU-- I'M PUTTING YOU IN A TOUGH SPOT BUT I'M NOT
3 ASKING FOR, YOU KNOW, WHAT WAS THE SPIRIT OF THE PLACE. I'M
4 ASKING, DID YOU GET ANY FEEDBACK ON THE COMPETENCY LEVEL OF
5 THE PEOPLE THEY WERE TRAINING?

6

7 **DR. BRUCE CHERNOF:** YOU KNOW, SUPERVISOR, I THINK IT WOULD BE
8 FAIRER TO SAY THAT THEY WERE SURPRISED AT THE AMOUNT OF
9 TRAINING THAT THEY NEEDED TO DO.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** I KNOW MRS. MOLINA, THIS IS STILL
12 ON YOUR TIME. ONE LAST QUESTION. BACK TO THE QUESTION THAT
13 BOTH MRS. MOLINA AND BURKE ASKED. DID YOU-- I'M SORRY. DID YOU
14 EVER INFORM THE BOARD THAT-- I WAS UNDER THE IMPRESSION YOU
15 HAD INFORMED THE BOARD BUT MAYBE IT WAS IN A CONVERSATION THAT
16 YOU AND I HAD, MAYBE IT WAS IN A CLOSED SESSION, I DON'T KNOW,
17 BUT DID YOU EVER INFORM THE BOARD ON THE DECISION YOU MADE IN
18 FEBRUARY OR MARCH, WHENEVER IT WAS, TO DO THE TRAINING AT
19 M.L.K. AND NOT AT HARBOR?

20

21 **SUP. BURKE:** I KEEP TELLING PEOPLE IT WAS GOING THAT WAY.

22

23 **DR. BRUCE CHERNOF:** YOU KNOW, SUPERVISOR, I MAY HAVE SPOKEN
24 WITH ONE OR TWO OF YOU ABOUT IT INDIVIDUALLY. IT REALLY--
25 THERE WAS NO ONE SPECIFIC POINT IN TIME WHERE THAT DECISION



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1 WAS MADE BECAUSE, AS PEOPLE WERE DOING THEIR EVALUATIONS AND
2 INTERVIEWS, I MEAN THIS WORK WAS HAPPENING VERY QUICKLY AND
3 THE EVALUATIONS OF FUNCTIONAL AREAS WOULD BE COMPLETED AT
4 DIFFERENT POINTS IN TIME AND SOLVING THOSE PROBLEMS OCCURRED
5 NOT AT AN INDIVIDUAL POINT IN TIME BUT OVER MULTIPLE, MULTIPLE
6 PLANNING MEETINGS OVER A HANDFUL OF WEEKS. SO I THINK THE
7 ANSWER IS NO, I DON'T THINK I'VE EVER...

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. YOU ANSWERED IT.

10

11 **DR. BRUCE CHERNOF:** ...I DID NOT...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU DIDN'T FORMALLY DO IT. OKAY,
14 MS. MOLINA.

15

16 **SUP. MOLINA:** ALL RIGHT. THE REASON WE'RE ASKING THESE
17 QUESTIONS IS THAT IT'S OBVIOUSLY VERY, VERY DIFFERENT AS WHAT
18 WE UNDERSTOOD WAS GOING TO HAPPEN AND WHAT ACTUALLY THE
19 DEPARTMENT IMPLEMENTED. WE WOULDN'T BE ASKING THESE QUESTIONS
20 IF WE ALREADY KNEW. CERTAINLY THE INTERPRETATION THAT I
21 RECEIVED IS THAT WE ALL-- WE WERE AS CLOSE TO STARTING ANEW.
22 BUT THERE HAVE BEEN MANY ISSUES THAT EACH OF US THINK ARE
23 DRAMATICALLY DIFFERENT. AND CERTAINLY, WHEN I LOOKED AT THE
24 NUMBERS AND PARTICULARLY LOOKED AT "THE LEADERSHIP" AT M.L.K.,
25 THERE WAS NOT THE KIND OF DRAMATIC CHANGE THAT I THOUGHT OR AT



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1 LEAST I FELT WAS WARRANTED. SO, IN ORDER FOR US TO HAVE A
2 CLEAR UNDERSTANDING, YOU HAVE TO DO THAT CHART THAT I
3 ENUMERATED. AND IF YOU NEED ANY CLARIFICATION ON IT, PLEASE
4 COME TO ME. I'LL BE MORE THAN HAPPY TO OUTLINE EXACTLY WHAT I
5 NEED. BUT, IN ADDITION, I THINK WE ALSO HAVE TO GET A BETTER
6 UNDERSTANDING OF THOSE 70 PERCENT OF EMPLOYEES THAT WE
7 RETAINED, I NEED TO KNOW THE LEVEL OF COMPETENCY THAT WE
8 BEGAN. FOR EXAMPLE, ONE OF THE NUMBERS YOU USED THAT WAS A
9 LITTLE BIT TROUBLING AND STILL CONTINUES TO BE TROUBLING AND
10 ANTOINETTE USED IT THE LAST TIME, IS HOW MANY NURSES? AND
11 WE'RE GETTING MORE OUT OF THIS FROM THE PAPER THAT HAD TO BE
12 REEDUCATED, RETRAINED, RE-EXAMINED, HOW MANY DIDN'T PASS, I'M
13 CONCERNED ABOUT THAT END OF IT BECAUSE, CERTAINLY, IT WAS NOT
14 MY INTENTION-- AND I DON'T KNOW THE REST OF THE BOARD BUT IT
15 WAS ALWAYS MY INTENTION THAT WE WERE GIVING YOU THE LIBERTY,
16 UNLIKE ANY OTHER DEPARTMENT, TO GET RID OF EVERYBODY AND START
17 NEW AND TO BRING ON NEW PEOPLE. IT DIDN'T SAY TO YOU, "GO TAKE
18 CARE OF THOSE FOLKS AND FIND OUT WHO CAN, YOU KNOW, IF WE
19 RETRAIN THEM, THAT THEY CAN HANG ON." THAT WAS NOT THE INTENT.
20 OBVIOUSLY, HOW YOU INTERPRETED IT, HOW MS. EPPS INTERPRETED
21 IT, HOW THE LEADERSHIP AT HARBOR INTERPRETED IT WAS DIFFERENT.
22 AND I'M NOT SO SURE THAT HARBOR UNDERSTOOD THAT, EITHER. I
23 DON'T KNOW HOW HARBOR FEELS NOW WHEN THEY SAY M.L.K.-HARBOR. I
24 AM SURE THAT THERE ARE EMPLOYEES THERE AND OTHERS THAT ARE
25 CONCERNED ABOUT WHATEVER THE LAPSE OF COMPETENCY AT MARTIN



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1 LUTHER KING IS SHADOWING ON HARBOR. BUT I AM CONCERNED THAT
2 CERTAINLY I HAD A DIFFERENT INTERPRETATION OF WHAT WAS GOING
3 TO OCCUR. SO WE NEED THAT CHART. WE NEED TO UNDERSTAND IT. I
4 ALSO NEED TO KNOW, ON THE LEADERSHIP POSITIONS, WHICH ONES
5 WERE CHANGED, WHICH ONES WERE KEPT, AND HOW THAT WAS OPERATED,
6 WHETHER IT BE NURSING MANAGER, NURSING SUPERVISOR, YOU KNOW,
7 NURSING DIRECTOR, I DON'T KNOW ALL THESE LEVELS OF CATEGORIES
8 BUT YOU NEED TO BREAK IT DOWN THAT WAY AND PARTICULARLY FOR
9 THE HOSPITAL. BECAUSE-- AND I KNOW THAT I'M NOT ALONE ON THIS,
10 DR. CHERNOF, SO DON'T-- WHAT WAS SAID, WE HEARD IT COMPLETELY
11 DIFFERENT FROM WHAT WAS DONE AND IT'S NOT PUZZLING TO-- IT
12 SHOULD NOT BE PUZZLING TO YOU BUT WE'RE NOT ASKING THESE
13 QUESTIONS BECAUSE WE ALREADY KNEW THIS. I WAS STARTLED, A
14 COUPLE OF WEEKS AGO, WHEN I FOUND OUT THE NUMBER OF,
15 PARTICULARLY THE ETHNIC BREAKDOWN OF THESE EMPLOYEES WHEN WE
16 FOUND OUT THAT SO MUCH OF THE LEADERSHIP WAS STILL THERE. ALL
17 OF A SUDDEN SAID, "WAIT A MINUTE, THAT'S NOT WHAT WAS SUPPOSED
18 TO HAPPEN." SO TOMORROW, HOPEFULLY, YOU CAN OUTLINE THAT, AS
19 WELL AS HOW MANY OF THOSE EMPLOYEES CAME ON. LIKE, A NURSING
20 SUPERVISOR AT HARBOR WHO INTERVIEWED A NURSE AND SAID, "WELL,
21 WE COULD KEEP HER BUT WE'RE GOING TO HAVE TO RETRAIN HER,
22 REEDUCATE HER AND SHE'S GOING TO HAVE TO PASS THE FOLLOWING
23 TESTS." I MEAN, IT'S SORT OF A VERY DIFFERENT. AND WHAT WAS
24 THE INTERPRETATION THAT "THE HARBOR INTERVIEWERS" HAD OF WHAT
25 THEIR RESPONSIBILITY WAS. AS IT'S TO KEEP THEM IF YOU CAN



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1 TRAIN THEM OR MOVE THEM OUT, GET SOMEBODY NEW TO FILL THOSE
2 POSITIONS. AND PARTICULARLY IN BRINGING ON NEW PEOPLE, HOW
3 MANY OF THEM, HOW MANY WERE INTERVIEWED, WHAT WAS THE REQUEST
4 TO BRING IN NEW PEOPLE? I'D LIKE TO SEE ALL OF THAT BECAUSE
5 WHAT WE UNDERSTOOD WAS REALLY VERY DIFFERENT AND IT'S VERY
6 CLEAR. SO I'M MORE INTERESTED IN THE NUMBERS BECAUSE THAT'S
7 WHERE OUR PROBLEMS HAVE OCCURRED FOR THE HOSPITAL BUT I ALSO
8 WANT THE NUMBERS FOR THE OUTPATIENT BECAUSE IT'S ALWAYS BEEN A
9 CHANGE OF WHAT LEFT AND WHAT WENT OUT, AND ALL OF THAT. AT THE
10 SAME TIME, I'M JUST MORE TROUBLED BY THE 70 PERCENT OF
11 EMPLOYEES AT MARTIN LUTHER KING THAT ARE STILL THERE AND HAVE
12 BEEN THERE THROUGHOUT THE AGONY OF THIS ENTIRE HOSPITAL. SO WE
13 NEED ALL OF THAT. AND, HOPEFULLY, YOU CAN BRING IT TO US
14 TOMORROW.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANKS. LET ME JUST FOLLOW
17 UP A FEW QUESTIONS ON THIS FROM THE BUDGETARY POINT OF VIEW
18 BECAUSE THERE'S A BUDGETARY IMPLICATION TO THIS, AS YOUR
19 REPORT INDICATED. ONE OF THE REASONS THAT THE EXPENDITURE
20 LEVEL ON THE METRO CARE PLAN DIDN'T REACH THE LEVEL THAT WAS
21 ANTICIPATED WAS BECAUSE YOU DIDN'T HAVE, ACCORDING TO YOUR
22 REPORT, YOU DIDN'T HAVE TO TRANSFER AS MANY PEOPLE TO OTHER
23 FACILITIES, IS THAT CORRECT?

24

25 **ALAN WECKER:** YES.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** THE ASSUMPTION ON THE NUMBER OF
3 PEOPLE YOU WERE GOING TO TRANSFER WHEN YOU FIRST STARTED
4 METROCARE THAT RESULTED IN A HIGHER ESTIMATED COST TO THE
5 METROCARE PLAN, WHAT WAS THE PURPOSE OF THOSE TRANSFERS GOING
6 TO BE? WHAT WAS THE ASSUMPTION? WHAT WAS THE BASIS OF THE
7 ASSUMPTION FOR THOSE TRANSFERS?

8

9 **DR. BRUCE CHERNOF:** SUPERVISOR, I'M NOT SURE I UNDERSTAND THE
10 QUESTION.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. YOU WERE GOING TO
13 TRANSFER A CERTAIN NUMBER OF PEOPLE TO OTHER HOSPITALS FROM
14 M.L.K., CORRECT?

15

16 **SUP. MOLINA:** WHICH IS WHAT WE INCURRED THE MONEY FOR.

17

18 **DR. BRUCE CHERNOF:** YES.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** AND YOU ENDED UP NOT TRANSFERRING
21 AS MANY AS YOU THOUGHT YOU WERE GOING TO TRANSFER, CORRECT?

22

23 **DR. BRUCE CHERNOF:** CORRECT.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** RESULTING IN A REDUCED COST TO THE
2 METROCARE PLAN OR WHAT HAS BECOME SOMEWHAT OF A SAVINGS IN THE
3 CONTEXT OF THIS BUDGET GOING FORWARD AND AFFECTS THIS NEW
4 YEAR, CORRECT?

5

6 **DR. BRUCE CHERNOF:** CORRECT.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO YOU DIDN'T TRANSFER AS
9 MANY TO OTHER HOSPITALS AS YOU THOUGHT YOU WERE. WHEN YOU
10 ORIGINALLY PROPOSED THE METROCARE PLAN AND YOU THOUGHT YOU
11 WERE GOING TO PROPOSE-- THAT YOU WERE GOING TO TRANSFER X AND
12 YOU ONLY TRANSFERRED .3X OR WHATEVER IT TURNED OUT TO BE, WHEN
13 YOU WERE GOING TO TRANSFER X NUMBER OF PEOPLE ALL OVER THE
14 SYSTEM, ALL OVER OUR SYSTEM, WHAT WAS GOING TO BE THE REASON
15 YOU TRANSFERRED THEM?

16

17 **DR. BRUCE CHERNOF:** TO FIT A STAFFING MODEL THAT MADE SENSE FOR
18 A SMALL, THE SMALLER COMMUNITY HOSPITAL THAT WE WERE PLANNING.
19 AND THE REASON FOR THE DIFFERENCE, SUPERVISOR, IS BECAUSE,
20 ONE, WE DID ACTUALLY REMOVE A LARGE NUMBER OF PEOPLE BUT A LOT
21 OF THOSE FOLKS TURNED OUT NOT TO BE COUNTY EMPLOYEES. THEY
22 WERE REGISTER STAFF OR TRAVELER STAFF. AND OUR GOAL WOULD HAVE
23 BEEN TO KEEP ABSOLUTELY THE BEST PEOPLE, WHETHER THEY BE
24 TRAVEL OR REGISTRY, BECAUSE THAT WOULD HELP IMPROVE OUR



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1 LIKELIHOOD OF SUCCESS AND IMPROVE THE STRENGTH OF THE CLINICAL
2 PROGRAM. SO...

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT WHAT I'M FOCUSED ON, HOW MANY
5 PEOPLE DID YOU THINK ORIGINALLY YOU WERE GOING TO TRANSFER
6 FROM KING TO OTHER HOSPITALS, ROUGHLY?

7

8 **ALAN WECKER:** ABOUT 1,200.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ABOUT 1,200. HOW MANY DID YOU END
11 UP TRANSFERRING?

12

13 **ALAN WECKER:** 391.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** 391. SO IT WAS CLOSE, 1/3. ALL
16 RIGHT. SO THERE ARE 809 PEOPLE WHO YOU THOUGHT YOU WERE GOING
17 TO TRANSFER WHO ENDED UP NOT BEING TRANSFERRED, CORRECT?

18

19 **ALAN WECKER:** YES.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** WHY DID THOSE 800 NOT GET
22 TRANSFERRED?

23

24 **DR. BRUCE CHERNOF:** WELL, I BELIEVE, SUPERVISOR, FOR TWO
25 REASONS. ONE, I-- YOU KNOW, THE END, THAT SORT OF 60/40



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1 ESTIMATE WAS BASED ON INPUT FROM SEVERAL OF OUR C.E.O.S AND
2 REPRESENTED A GOOD GUESS BUT IT WASN'T A TERRIBLY INFORMED
3 NUMBER BECAUSE NOBODY'D EVER DONE ANYTHING LIKE THIS BEFORE.
4 SO WHAT, I MEAN...

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU MEAN THE 1,200?

7

8 **DR. BRUCE CHERNOF:** ONE IS THE QUALITY OF THE ESTIMATE ITSELF
9 AND WHAT I'M TELLING YOU IS THE QUALITY OF THE ESTIMATE WAS
10 LIMITED SINCE THERE WAS NO HISTORY.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. FAIR ENOUGH. FAIR ENOUGH. SO
13 THE 1,200 THAT YOU WERE GOING TO TRANSFER, OF WHICH ONLY 391
14 GOT TRANSFERRED, ALL OF THOSE PEOPLE WERE GOING TO BE
15 TRANSFERRED-- WELL, LET ME ASK YOU THIS QUESTION AND I MAY BE
16 TOTALLY WRONG. WERE ALL OF THE ONES THAT WERE GOING TO BE
17 TRANSFERRED GOING TO BE TRANSFERRED BECAUSE THEY DID NOT
18 MEASURE UP YOUR TO YOUR STANDARDS AND THEY NEEDED TRAINING AND
19 THEY WERE GOING TO BE TRAINED ELSEWHERE AND OVERSEEN? ONE OF
20 THE THINGS, IF YOU WILL RECALL, THAT YOU TOLD US THAT WAS
21 GOING TO HAPPEN HERE IS THAT YOU WERE GOING TO FIRE SOME
22 PEOPLE IF YOU HAD THE GOODS IN THE PERSONNEL FILE, WHICH IS AN
23 ISSUE AT M.L.K., SINCE EVERYBODY, ALMOST EVERYBODY HAD
24 OUTSTANDING PERSONNEL FILES BUT THOSE THAT YOU COULD-- THAT
25 DIDN'T MEASURE UP, THAT WARRANTED FIRING, YOU WOULD FIRE AND



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1 THOSE THAT NEEDED TRAINING, YOU WOULD DEPLOY THEM ELSEWHERE
2 AND-- NOT JUST AT HARBOR BUT ALL THROUGHOUT OUR SYSTEM. AND
3 THEN DO TWO THINGS, TRAIN THEM AND MONITOR THEM, MONITOR THEM
4 TO SEE, BASICALLY, TO HAVE INDEPENDENT PERSONNEL OVERSEE THEM
5 THAT YOU DIDN'T FEEL-- WE DIDN'T FEEL COMFORTABLE YOU HAD AT
6 M.L.K. AND YOU PROBABLY DIDN'T FEEL, EITHER. SO THAT YOU'D HAD
7 SOMEBODY AT COUNTY U.S.C. OR AT OLIVE VIEW OR AT HARBOR TAKING
8 A LOOK AT MR. X OR MS. X AND SAYING, "HEY, SHE'S TERRIFIC. SHE
9 OUGHT TO BE IN THE HALL OF FAME," OR "SHE'S A DISASTER AND
10 WHAT'S SHE DOING WORKING FOR US IN THE FIRST PLACE?" AND YOU'D
11 HAVE SOME INDEPENDENT LOOK. SO THERE WERE TWO, TRAINING AND
12 INDEPENDENT OVERSIGHT OF THEIR CAPABILITIES, THEIR COMPETENCY.
13 AM I CORRECT SO FAR?

14

15 **DR. BRUCE CHERNOF:** THAT'S CORRECT.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SO ARE THESE 1,200 THAT
18 YOU THOUGHT YOU WERE GOING TO TRANSFER, AND I UNDERSTAND THAT
19 THE ESTIMATE IS AN ESTIMATE, THAT THE 1,200 YOU WERE GOING TO
20 TRANSFER ALL FELL UNDER THIS CATEGORY OF THEY DIDN'T MEASURE
21 UP AND YOU DIDN'T WANT TO RISK THEM STAYING AT M.L.K.?

22

23 **DR. BRUCE CHERNOF:** A COMMENT AND THEN AN ANSWER. FIRST, THAT
24 1,200 REPRESENTS RUNNING THAT 60 PERCENT ACROSS THE ENTIRE
25 POPULATION OF THE HOSPITAL. IS THAT CORRECT, ALAN?



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1

2 **ALAN WECKER:** YES.

3

4 **DR. BRUCE CHERNOF:** AND WE'VE NEVER COMPLETED THE OUTPATIENT
5 WORK. SO THAT'S A VERY IMPORTANT POINT.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** I DON'T UNDERSTAND WHAT YOU JUST
8 SAID. SAY IT AGAIN AND EXPLAIN IT.

9

10 **ALAN WECKER:** WHAT BASICALLY WE DID IS WE LOOKED AT THE TOTAL
11 AMOUNT OF EMPLOYEES AT M.L.K.-HARBOR, BOTH INPATIENT AND
12 OUTPATIENT, AND WE MADE AN ASSUMPTION THAT 60 PERCENT OF THAT
13 TOTAL WOULD BE WHAT WOULD BE TRANSFERRED OUT.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. AND I THOUGHT THE TOTAL
16 NUMBER WAS 3,188.

17

18 **ALAN WECKER:** THAT'S THE BUDGET NUMBER.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. AND WHAT ARE YOU TALKING
21 ABOUT? TAKE YOUR TIME. I DON'T WANT YOU TO RUSH INTO THIS.

22

23 **ALAN WECKER:** IT WAS BASED ON THE 2,066.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** 2,066? 2,066 REPRESENTED WHAT?



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1

2 **ALAN WECKER:** THOSE ARE THE AMOUNT THAT WE EXPECTED TO BE AT
3 M.L.K.-HARBOR WHEN ALL IS SAID AND DONE. IF YOU LOOK AT YOUR
4 FINAL CHANGES BUDGET, THAT IS THE TOTAL POSITION COUNT AS OF
5 THIS BUDGET. SO IT WOULD BE BASED ON THE TOTAL POPULATION OF
6 2,066, WE ASSUMED 60%.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** 2,066 IS THE NUMBER OF PEOPLE YOU
9 ACTUALLY-- NUMBER OF BODIES YOU HAD WORKING THERE?

10

11 **ALAN WECKER:** NO. THOSE ARE THE AMOUNT OF BODIES, THOSE ARE THE
12 AMOUNT OF POSITIONS THAT ARE IN THE FINAL CHANGES BUDGET FOR
13 '07/'08. WE LOOKED AT THE-- THIS IS WHAT WE EXPECTED TO OCCUR.
14 THESE ARE HOW MANY BODIES OR POSITIONS.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. AND SO THE DECLINE, THE
17 DIMINUTION OF STAFFING FROM 3,188 TO 2,066, IS THAT AN APPLES
18 TO APPLES?

19

20 **ALAN WECKER:** YES.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** SO THAT'S ABOUT 1,122, ACTUALLY.
23 THAT'S THE FIGURE THAT BRUCE INDICATED EARLIER.

24

25 **ALAN WECKER:** RIGHT.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** AND, OF THOSE 1,122, WHICH THE
3 WORDS YOU USED WERE DISAPPEARED, WERE THEY AMONG THE-- WERE
4 THE LION'S SHARE OF THOSE GOING TO BE DEPLOYED ELSEWHERE?
5 REASSIGNED ELSEWHERE? REMOVED? FIRED? OR A COMBINATION OF
6 BOTH?

7

8 **DR. BRUCE CHERNOF:** MOSTLY, AGAIN, SUPERVISOR, THE SPECIFIC
9 GOAL WAS TO-- IF YOU DIDN'T HAVE A COMPETENT OR BETTER
10 PERFORMANCE EVALUATION, YOU WOULDN'T-- THOSE ARE PEOPLE WHO
11 WOULD BE UNDER PERFORMANCE REVIEW AND WOULD POTENTIALLY BE
12 FIRED OR WHATEVER, WHEREVER THEY WERE IN THE PROCESS OF THEIR
13 PERFORMANCE REVIEW. THE FOLKS WHO GOT INTERVIEWED WERE THOSE
14 THAT HAD A COMPETENT PERFORMANCE OR BETTER JACKET. THAT'S WHAT
15 LED TO YOUR INTERVIEW. THOSE PEOPLE WERE MITIGATED FOR TWO
16 REASONS. ONE, BECAUSE, BASED ON THE INTERVIEW PROCESS, THEY
17 DIDN'T HAVE THE STRONGER SKILLS WITH RESPECT TO THE NEEDS OF
18 THE NEW HOSPITAL. BUT THE OTHER REASON IS IS THAT WE WERE
19 PUTTING IN PLACE A SMALLER STAFFING PLAN. IT'S NOT THE SAME
20 SIZE HOSPITAL. SO, AT THE END OF THE DAY, SOME OF THE PEOPLE
21 WHO WERE MITIGATED WERE MITIGATED SIMPLY BECAUSE THERE WAS NO
22 LONGER A NEED FOR THAT SERVICE. WE'RE NOT DELIVERING INPATIENT
23 PEDIATRICS ANY MORE SO...

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** I UNDERSTAND BUT, YOU SEE, WELL,
2 THE CONFUSION THAT I'M HAVING AND MAYBE OTHERS ARE HAVING IS
3 THIS. YOU ESTIMATED THAT YOU WERE GOING TO TRANSFER 1,200
4 PEOPLE, THAT'S WHAT YOUR TESTIMONY WAS A MINUTE AGO, 1,200
5 PEOPLE FROM M.L.K. TO OTHER FACILITIES FOR WHATEVER THE
6 REASON, I'M NOT CLEAR WHAT THE REASONS ARE AND I'M NOT GOING
7 TO TAKE ANY MORE TIME TODAY. WE'LL DEAL WITH THAT TOMORROW.
8 BUT YOU WERE GOING TO TRANSFER 1,200 PEOPLE FROM M.L.K. TO
9 OTHER FACILITIES. YOU ENDED UP ONLY TRANSFERRING 391, ABOUT A
10 THIRD OF THEM. AND YOU'RE EXPLAINING THAT BY SAYING THAT,
11 ORIGINALLY, YOU WERE GOING TO TRANSFER THE 1,200 BECAUSE YOU
12 WERE GOING TO HAVE A DOWNSIZED FACILITY. YOU END UP
13 TRANSFERRING ONLY A THIRD OF THE PEOPLE THAT YOU THOUGHT YOU
14 WERE GOING TO TRANSFER. YOU DO HAVE A DOWNSIZED FACILITY, IT
15 IS RADICALLY DOWNSIZED. FOR ALL INTENTS AND PURPOSES, THE
16 HOSPITAL IS CLOSED EXCEPT FOR THE EMERGENCY ROOM AND THE
17 BASICS THAT ARE RUN ON THE 45, ROUGHLY, 45 BEDS THAT YOU'RE
18 OCCUPYING OUT OF THE HUNDREDS THAT USED TO BE THERE. SO IT'S A
19 SUBSTANTIALLY DIMINISHED HOSPITAL AND I THINK WE ALL
20 UNDERSTAND THAT. TRAUMA CENTER IS CLOSED. THE N.I.C.U. IS
21 BARELY WORKING, IF IT'S WORKING AT ALL. PEDIATRICS, THE WHOLE
22 NINE YARDS. SO YOU'VE GOT A SIGNIFICANTLY DIMINISHED HOSPITAL
23 AND YET YOU DIDN'T TRANSFER TWO-THIRDS OF THE PEOPLE THAT YOU
24 THOUGHT YOU WERE GOING TO TRANSFER IN ORDER TO GET-- TO
25 APPROPRIATELY STAFF A DIMINISHED HOSPITAL. WHICH TELLS ME ONE



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1 OF TWO THINGS. WHAT IT TELLS ME IS ONE THING, AND I'M SURE
2 THIS IS NOT WHAT YOU INTENDED SO PLEASE EXPLAIN TO ME WHY I'M
3 WRONG IN MAKING THE FOLLOWING STATEMENT. IT SOUNDS TO ME LIKE
4 YOU'VE GOT AN OVERSTAFFED HOSPITAL. IF YOU'VE DIMINISHED A
5 HOSPITAL DOWN TO 45 BEDS A NIGHT AND THE ONLY THING YOU'VE GOT
6 OPERATING, FOR ALL INTENTS AND PURPOSES, IS THE EMERGENCY ROOM
7 AND SOME ANCILLARY FACILITIES AND YOU THOUGHT THAT, BY
8 DIMINISHING THE HOSPITAL, YOU'D HAVE TO MOVE 1,200 PEOPLE OUT
9 OF THE FACILITY AND YOU'VE ONLY MOVED 391, THEN WHY SHOULDN'T
10 WE ALL CONCLUDE THAT YOU'VE OVERSTAFFED THE HOSPITAL FOR THE
11 AMOUNT OF SERVICE IT DELIVERS?

12

13 **DR. BRUCE CHERNOF:** SUPERVISOR, TWO THINGS. NUMBER ONE, WE'VE
14 DONE NO MITIGATIONS OR ANY CHANGES.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT DOES MITIGATION MEAN IN THIS
17 CONTEXT?

18

19 **DR. BRUCE CHERNOF:** TO DECREASE IN STAFFING ON THE OUTPATIENT
20 SIDE. THERE HAVE BEEN NO INTERVIEWS OR NO WORK DONE AND THERE
21 WAS NO WORK INTENDED TO BE DONE ON THE OUTPATIENT SIDE
22 INITIALLY. SO THAT'S THE FIRST THING.

23

24 **C.A.O. JANSSEN:** THAT'S PART OF THE 1,200 NUMBER.

25



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1 **DR. BRUCE CHERNOF:** SO-- AND THE SECOND THING, SUPERVISOR, IS
2 THAT-- I LOST MY THOUGHT.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'LL REGAIN IT. LET ME ASK YOU
5 ON THE OUTPATIENT SIDE. WERE YOU PLANNING, OF THE 1,200, YOU
6 SAID THAT INCLUDES INPATIENT AND OUTPATIENT. I THOUGHT YOU
7 SAID A FEW MOMENTS AGO THAT THE LION'S SHARE, IF NOT ALL OF
8 THE MITIGATION, AS YOU CALL IT, WAS GOING TO BE ON THE
9 INPATIENT SIDE. WAS THERE GOING TO BE ANY DOWNSIZING IN THE
10 OUTPATIENT SIDE?

11

12 **DR. BRUCE CHERNOF:** SUPERVISOR, THE ENTIRE FACILITY WAS
13 RELATIVELY OVERSTAFFED FOR THE VOLUME OF WORK THAT IT WAS
14 DOING AND SO THERE IS NEED TO LOOK AT EITHER INCREASING THE
15 AMOUNT OF WORK WE'RE DOING FOR THE NUMBER OF F.T.E. WE HAVE OR
16 DECREASING THE NUMBER OF F.T.E. WE HAVE RELATIVE TO THE AMOUNT
17 OF WORK WE'RE DOING BUT PART OF THAT HAS TO DO WITH THE MODEL
18 OF CARE. SO THE OUTPATIENT PIECE HAS NOT BEEN DONE YET AND
19 WASN'T PLANNED TO BE DONE YET. SO THERE IS AN OPPORTUNITY, ON
20 THE OUTPATIENT SIDE, TO HAVE A MORE EFFICIENT FOOTPRINT.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** AND WAS THE 1,200 FIGURE-- DO YOU
23 KNOW WHAT PERCENTAGE OF THAT 1,200 THAT YOU ANTICIPATED
24 TRANSFERRING TO OTHER FACILITIES WERE ON THE OUTPATIENT SIDE?

25



**The Meeting Transcript of
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1 **DR. BRUCE CHERNOF:** I THINK, SUPERVISOR, IT WOULD BE HELPFUL
2 IF WE PULLED THESE NUMBER TOGETHER CLEARLY FOR YOU TOMORROW.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. FINE. BUT I WAS UNDER
5 THE IMPRESSION THE LION'S SHARE WERE INPATIENT BECAUSE THAT'S
6 WHERE THE LION'S SHARE OF THE DOWNSIZING WAS TO BE. I MEAN, WE
7 SEE WHAT THE DOWNSIZING ON THE INPATIENT SIDE HAS BEEN.

8

9 **DR. BRUCE CHERNOF:** AGAIN, SUPERVISOR, THE 60/40 NUMBER WAS A
10 NUMBER THAT OUR FINANCE TEAM DEVELOPED WITH INPUT FROM C.E.O.S
11 ACROSS OUR ORGANIZATION. IT WAS, AT BEST, A GOOD ESTIMATE.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** AND WHAT IS 60/40 A REFERENCE TO?

14

15 **DR. BRUCE CHERNOF:** THE NUMBER OF POSITION DECREASES THAT WERE
16 INITIALLY PROPOSED IN THE METROCARE PLAN WAS BASED ON SOME
17 VERY HIGH LEVEL MODELING THAT GARY WELLS DID WITH SEVERAL OF
18 OUR C.E.O.S. BUT, BECAUSE THE DEPARTMENT HAD NEVER DONE
19 ANYTHING LIKE THIS AND THERE ISN'T A SIMPLE MODEL TO FOLLOW,
20 IT WAS AT BEST AN INFORMED ESTIMATE.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. I'M NOT GETTING SATISFACTION
23 BUT PART OF IT IS BECAUSE MAYBE I'M NOT ASKING THE RIGHT
24 QUESTIONS. BUT THE LAST QUESTION I'M GOING TO ASK YOU ON THIS
25 SUBJECT IS WHEN I WAS TRYING TO UNDERSTAND THIS THE LAST



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1 COUPLE OF WEEKS, YOU AND YOUR FOLKS SAID THAT-- AND THE C.A.O.
2 SAID THIS, TOO, THAT THE SAVINGS OR THE REDUCED EXPENDITURES
3 ON THIS TRANSFER BUSINESS WAS REALIZED BECAUSE, IF YOU WERE
4 GOING TO TAKE A STAFFER FROM M.L.K. AND MOVE HIM TO COUNTY
5 U.S.C., YOU WERE GOING TO HAVE TO BACKFILL THAT PERSON THAT
6 YOU JUST TRANSFERRED BACK AT M.L.K. BECAUSE YOU HAVEN'T
7 TRANSFERRED AS MANY PEOPLE, SO GOES THE ARGUMENT, BECAUSE YOU
8 HAVEN'T TRANSFERRED AS MANY PEOPLE TO OTHER FACILITIES, THE
9 REQUIRED NUMBER OF BACKFILLS HAS CONCOMITANTLY PLUMMETED. AND,
10 THEREFORE, WHAT YOU HAD ASSUMED TO HAVE BEEN A COST, THE
11 BACKFILLING PORTION OF THIS, DID NOT MATERIALIZE AND,
12 THEREFORE-- THIS DOESN'T MAKE SENSE TO YOU?

13

14 **DR. BRUCE CHERNOF:** WELL, THE FIRST-- ONE COMMENT THERE,
15 SUPERVISOR, IS THAT JUST BECAUSE YOU TRANSFER SOMEBODY DOESN'T
16 MEAN THERE WOULD BE A BACKFILL.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** IT SHOULDN'T. IT SHOULDN'T MEAN
19 IT, RIGHT.

20

21 **DR. BRUCE CHERNOF:** RIGHT. BECAUSE YOU HAVE A MUCH SMALLER
22 STAFFING FOOTPRINT. A LOT OF THE PEOPLE WHO WERE MOVED WERE
23 MOVED SIMPLY BECAUSE THERE WAS NO LONGER A POSITION.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** EXCEPT, BRUCE, THAT THE ONLY WAY
2 YOU COULD-- THAT THIS COULD RESULT IN A SAVINGS, THE ONLY WAY
3 THAT NOT TRANSFERRING TWO-THIRDS OF THE PEOPLE YOU THOUGHT YOU
4 WERE GOING TO TRANSFER RESULTS IN A SAVINGS IS THAT SOMEWHERE
5 THERE'S AN EXPENDITURE THAT HASN'T BEEN MADE. SO WHERE'S THE
6 EXPENDITURE THAT HASN'T BEEN MADE?

7

8 **C.A.O. JANSSEN:** SUPERVISOR, IT'S IN AN OVER HIRE. WE ASSUMED
9 THAT X NUMBER OF PEOPLE WOULD GO FROM KING THAT WOULD HAVE NO
10 BUDGETED POSITION AND WE'D HAVE TO OVER HIRE TO CARRY THEM. SO
11 IT'S A COST AVOIDANCE, I GUESS, REALLY. IT'S NOT A BACKFILL.
12 WE DON'T HAVE NOW 200 PEOPLE AT L.A.C. U.S.C. THAT AREN'T IN
13 BUDGETED POSITIONS BUT WE ARE PAYING FOR THEM BECAUSE WE
14 AGREED TO DO IT. SO IT'S ON THE FLIP SIDE THAT WE'RE SEEING
15 THE SAVINGS.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO IT'S NOT BACKFILL. IT'S
18 FRONT FILL.

19

20 **C.A.O. JANSSEN:** FRONT FILL. OVERFILL.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** NEW BUREAUCRATIC TERM IS BORN
23 TODAY RIGHT HERE. [LAUGHTER]

24



**The Meeting Transcript of
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1 **C.A.O. JANSSEN:** BUT I THINK, I AGREE WITH BRUCE THAT WE CAN
2 HAVE A MUCH BETTER DISCUSSION TOMORROW ABOUT THIS WITH ALL THE
3 NUMBERS BROKEN DOWN.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S FAIR. BUT I THINK THAT, IN
6 ORDER TO HAVE THIS KIND OF A...

7

8 **C.A.O. JANSSEN:** WE NEED TO UNDERSTAND WHAT YOU'RE LOOKING FOR.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** NOW YOU HAVE AT LEAST SOME SENSE
11 OF WHAT WE'RE DRIVING AT SO THAT YOU CAN BE RESPONSIVE.
12 OTHERWISE, WE WOULD HAVE HAD THIS LEVEL OF FRUSTRATION
13 TOMORROW, WHICH WOULD NOT HAVE BEEN A GOOD THING. SO TO THE
14 EXTENT YOU CAN EXPLAIN WHAT HAS TRANSPIRED AND WHY-- AND,
15 OBVIOUSLY, THE THING THAT'S LURKING IN THE BACKGROUND HERE IS--
16 - AND MAYBE THIS IS AN OVERSIMPLIFICATION OR MAYBE IT'S
17 CUTTING THROUGH ALL THE B.S., WHICH IS THAT PEOPLE WHO
18 SHOULDN'T BE WORKING THERE ARE STILL WORKING THERE. AND WHEN
19 IT'S ALL SAID AND DONE, THAT YOUR ESTIMATE, UNDERSTANDING IT
20 WAS AN ESTIMATE THAT 1,200 PEOPLE NEEDED TO BE MOVED OUT, THAT
21 ONLY 391 GOT MOVED OUT, WHICH MEANS 809 PEOPLE-- ONE COULD
22 CONCLUDE THAT, OF THOSE 809 PEOPLE, A SIGNIFICANT PERCENTAGE
23 OF THEM DIDN'T MEASURE UP TO THE STANDARDS THAT WE HAD. THE
24 C.M.S. REVIEW, THE ONE THAT YOU WERE RESPONDING TO TODAY,
25 SUGGESTS THAT, JUST THE PERCENTAGES, THEIR FILE PULLING



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1 SUGGESTED THAT. YOUR STATEMENT A MINUTE AGO, WHICH I THOUGHT
2 WAS VERY ILLUSTRATIVE OF THE SITUATION, THAT THE STAFF FROM
3 HARBOR THAT HAD GONE TO KING FOR THE PURPOSE OF TRAINING KING
4 PERSONNEL, THAT THE FEEDBACK YOU WERE GETTING WAS THAT THEY
5 WERE SURPRISED AT HOW MUCH TRAINING THEY NEEDED SUGGESTS THAT
6 WE'RE IN THE SITUATION WE'RE IN. I MEAN, THAT'S A CONCLUSION
7 THAT CAN BE DRAWN FROM THIS, THAT WE'RE IN THE SITUATION WE'RE
8 IN BECAUSE WE DIDN'T GO AS FAR AS WE KNEW WE NEEDED TO GO IN
9 PURGING THE ORGANIZATION OF ITS UNDERPERFORMING-- THAT'S A
10 EUPHEMISM, UNDERPERFORMING PERSONNEL. NOW, I'M VERY
11 SYMPATHETIC TO YOUR COMMENT THAT IT'S POSSIBLE, AND I DID HAVE
12 MORE THAN ONE CONVERSATION WITH YOU ON THIS SUBJECT, SO I'M
13 NOT SURPRISED AT WHAT WAS GOING ON. I JUST DIDN'T KNOW THE
14 NUMBERS AND I'M NOT POINTING A FINGER HERE. I UNDERSTAND THE
15 CIRCUMSTANCE YOU FACE. TO DO IT THE WAY YOU HAD ORIGINALLY
16 PROPOSED MAY-- AND WHY WE DIDN'T RAISE IT AT THE TIME, I DON'T
17 KNOW BUT YOU VIRTUALLY HAVE TO CLOSE THE HOSPITAL COMPLETELY
18 IN ORDER TO TAKE PEOPLE OUT AND TRAIN THEM. AND SO SOMEWHERE I
19 THINK YOU'VE BEEN TRYING TO RATIONALIZE IT. BUT THE RESULT IS
20 PRETTY-- IS PRETTY CLEAR. AND ALL OF THE INDEPENDENT FOLKS WHO
21 HAVE COME IN THERE HAVE MADE CERTAIN INITIAL JUDGMENTS. YOU
22 YOURSELF HAVE GOTTEN FEEDBACK THAT IS UNSATISFACTORY, MY
23 WORDS, NOT YOURS BUT I THINK YOUR WORDS CAN STAND ON THEIR
24 OWN. AND, I MEAN, I LOVE YOUR OPTIMISM. BUT, ONCE IN AWHILE,
25 REALISM HAS TO PLAY A ROLE, AS WELL. AND I DON'T THINK WE'D



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1 HAVE A FIGHTING CHANCE IF THERE WASN'T A FEELING OF
2 POSSIBILITY ON YOUR PART AND ON THE REST OF US THAT THIS COULD
3 BE-- THAT THIS HOSPITAL COULD BE TURNED AROUND. BUT, AT THE
4 SAME TIME, WE CAN'T BE IN DENIAL ABOUT WHAT'S GOING ON,
5 EITHER, AND WE'RE ALL IN THIS TOGETHER. IT'S NOT YOU VERSUS
6 US, IT'S NOT US VERSUS YOU. WE'RE ALL IN IT TOGETHER. WE'RE
7 THE GOVERNING BODY. YOU'RE THE HEALTH DIRECTOR. YOU'RE A
8 SOLDIER IN OUR ARMY. AND THAT'S WHY WE GET PAID THE BIG BUCKS,
9 SO TO SPEAK. SO TOMORROW'S GOING TO BE-- SOME OF THESE
10 QUESTIONS NEED TO BE REALLY SPELLED OUT. THE MORE YOU CAN HELP
11 US DO THAT EARLY IN THE DISCUSSION, THE MORE PRODUCTIVE THE
12 DISCUSSION CAN BE. ALL RIGHT. MS. MOLINA?

13

14 **SUP. MOLINA:** COULD I ALSO ASK YOU TOMORROW TO BRING THE HARBOR
15 PERSON THAT IS RESPONSIBLE FOR PROVIDING LEADERSHIP TO THE
16 HOSPITAL? TO MARTIN LUTHER KING?

17

18 **DR. BRUCE CHERNOF:** YES, SUPERVISOR.

19

20 **SUP. MOLINA:** THANK YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY OTHER-- MR.
23 ANTONOVICH?

24



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1 **SUP. ANTONOVICH:** WHEN WE DO, YOU KNOW, REVIEWS OF EMPLOYEES,
2 IT SEEMS LIKE, IN THIS CASE, THERE WAS GREAT INFLATION IN THAT
3 YOU WERE RETAINING PEOPLE WHO OUGHT NOT TO HAVE BEEN RETAINED.
4 AND, IN A WAY, YOU'RE SHORTCHANGING THE PUBLIC BECAUSE JOHN Q.
5 CITIZEN, WHEN HE ENDS UP IN A HOSPITAL, IS EXPECTING THAT THE
6 STANDARDS WE EMPLOY ARE THE SAME STANDARDS WE WOULD EMPLOY FOR
7 FAMILY, FRIENDS, NEIGHBORS. AND YET IT APPEARS THAT, EVEN
8 THOUGH YOU DISMISSED, FIRED, RESIGNED 257 EMPLOYEES AND 65
9 DOCTORS, WHATEVER, THAT IT WASN'T ENOUGH BECAUSE STILL IN
10 PLACE WERE THOSE WHO SCRAPED BY THAT EVALUATION AND YET THEY
11 WERE IN A CRITICAL POSITION THAT DETERMINED LIFE OR DEATH OF
12 THOSE JOHN Q. CITIZENS WHO HAPPENED TO SEEK AID AND TREATMENT
13 AT THAT FACILITY. AND I WOULD HOPE THAT THIS IS A TRAGIC
14 WAKEUP CALL THAT WE CAN'T SHORTCHANGE STANDARDS.

15
16 **DR. BRUCE CHERNOF:** SUPERVISOR, YOU KNOW, I AGREE WITH YOUR
17 SENTIMENTS AND, AT THE END OF THE DAY, THIS HOSPITAL MUST MEET
18 FEDERAL STANDARDS AND, MORE IMPORTANTLY, IT NEEDS TO MEET THE
19 DEPARTMENT'S AND THIS BOARD'S STANDARDS FOR WHAT CARE SHOULD
20 BE LIKE. YOU KNOW, I WILL SAY THAT, IN THE HISTORY OF THIS
21 DEPARTMENT-- AND I'LL GO OUT ON A LIMB AND SAY IN THE HISTORY
22 OF THE COUNTY, THERE PROBABLY HAS NOT BEEN EVER AS
23 COMPREHENSIVE AN EFFORT TO REALLY REVIEW EVERY SINGLE EMPLOYEE
24 ON THE GROUNDS OF A FACILITY AND I'M GLAD TO BE CORRECTED IF
25 I'M WRONG.



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1

2 **SUP. ANTONOVICH:** BUT, IN THE EMERGENCY ROOM, IN THOSE VITAL
3 AREAS, I MEAN, WE'VE GOT TO HAVE COMPETENT PEOPLE.

4

5 **DR. BRUCE CHERNOF:** SUPERVISOR, YOU KNOW, WE DID NOT JUST TRUST
6 PERFORMANCE EVALUATIONS FOR THE CONCERNS YOU RAISE, WHICH IS
7 PART OF WHY EVERY SINGLE PERSON WAS INTERVIEWED. WE TOOK TO
8 HEART TRAINING AND TESTING, WHICH HAS BEEN EXTRAORDINARY,
9 THOUSANDS OF HOURS OF HANDS-ON TESTING. NOT JUST TO HAVE
10 PEOPLE DESCRIBE HOW THEY WOULD DO SOMETHING BUT TO ACTUALLY
11 DEMONSTRATE IT. AND I CAN TELL YOU, IN THE HISTORY OF THE
12 ORGANIZATION, WE'VE NEVER DONE THAT WITH AN ENTIRE FACILITY
13 WERE, IN A VERY NARROW PERIOD OF TIME, EVERY SINGLE EMPLOYEE
14 HAD TO BE ABLE TO DEMONSTRATE HANDS-ON COMPETENCIES. THIS HAS
15 BEEN A VERY UNIQUE EXERCISE AND WE'VE HAD TO RESPOND TO
16 FINDINGS WHEN WE'VE HAD THEM AND TO DO OUR BEST TO PICK GOOD
17 PEOPLE TO RUN THE HOSPITAL WHILE KEEPING IT OPEN BECAUSE THE
18 OTHER OPTIONS ARE FUNCTIONALLY TO NOT RUN THE HOSPITAL. I
19 MEAN, THAT IS THE OTHER OPTION THAT WE FACE. AND, AS WE WENT
20 THROUGH THE INTERVIEW PROCESS AND TO SUPERVISOR YAROSLAVSKY
21 AND TO SUPERVISOR MOLINA'S REQUEST, THIS WILL BE A MUCH MORE
22 INFORMED DISCUSSION, I THINK, WITH DATA IN FRONT OF US BECAUSE
23 IT'S HARD TO DISSECT THESE NUMBERS WITHOUT HAVING THEM PULLED
24 TOGETHER. WE'RE GLAD TO DO THAT. BUT PART OF WHY WE DIDN'T
25 SEND PEOPLE OFF TO HARBOR IS IT MADE A LOT MORE SENSE TO KEEP



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1 FEWER PEOPLE IN AN EFFORT TO HAVE THE BEST PEOPLE AVAILABLE
2 AND PREPARED FOR SURVEY. SO I AGREE WITH YOUR CONCERNS AND
3 SENTIMENTS, WHICH IS WHY WE'VE DONE THE WORK THE WAY WE HAVE
4 AND I LOOK FORWARD TO BRINGING DATA FORWARD TOMORROW FOR
5 REVIEW.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ANY OTHER DISCUSSION?

8

9 **C.A.O. JANSSEN:** THIS IS A RECEIVE AND FILE.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** IT IS.

12

13 **CLERK SACHI HAMAI:** WE HAVE A MOTION BY SUPERVISOR MOLINA.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY OBJECTION TO THAT
16 MOTION? IF NOT, UNANIMOUS VOTE ON THAT MOTION AND THEN WE'LL
17 RECEIVE AND FILE ITEM NUMBER 2. THANK YOU.

18

19 **C.A.O. JANSSEN:** OKAY. ITEM NUMBER 3.

20

21 **SUP. KNABE:** EXCUSE ME. THERE WAS ALSO A MOTION BY YOU AS
22 RELATED TO MEASURE B.

23



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** YES, THAT INCLUDES MY MOTION AND
2 MY AMENDMENT WHICH WAS VERBALLY AGREED TO BY EVERYONE THAT
3 IT'S THE LAST-IN, FIRST-OUT OR FIRST-IN.

4

5 **SUP. KNABE:** OR WHATEVER-- EXCESS DOLLARS.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** DON'T SPEND THE MEASURE B MONEY
8 EXCEPT AS A LAST RESORT.

9

10 **SUP. KNABE:** THAT WAS IN ADDITION TO MOLINA'S MOTION?

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** YES, IT WAS. AND HOW ARE YOU GOING
13 TO HANDLE THAT? IS THAT GOING TO BE...

14

15 **C.A.O. JANSSEN:** THE CLERK CAN MAKE SURE THAT IT'S REFERENCED
16 IN THE MINUTE ORDER.

17

18 **CLERK SACHI HAMAI:** WE'VE GOT-- I'VE GOT IT.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. THANK YOU. OKAY. ITEM
21 3.

22

23 **C.A.O. JANSSEN:** ITEM 3 IS AN UPDATE ON THE STATUS OF THE
24 BUDGET. I'D LIKE TO DO THAT AS PART OF ITEM 6, IF I COULD.
25 ITEM 4 IS RECEIVE AND FILE ISSUES RAISED PUBLIC HEARINGS.



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1

2 **SUP. MOLINA:** MOVE IT.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MOLINA MOVES.

5 ANTONOVICH SECONDS. THIS IS A RECEIVE AND FILE MOTION,

6 CORRECT?

7

8 **C.A.O. JANSSEN:** CORRECT.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** SO ORDERED.

11

12 **C.A.O. JANSSEN:** ALL RIGHT. ITEM NUMBER 5 YOU'VE ALREADY

13 CONTINUED.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT WAS ITEM 3, WAS IT NOT?

16

17 **C.A.O. JANSSEN:** THAT WAS ITEM 4. ISSUES RAISED AT PUBLIC

18 HEARINGS. I WANT TO TAKE 3 AND 6 TOGETHER.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** HANG ON A SECOND. MY ISSUES RAISED

21 AT PUBLIC HEARING SAYS NUMBER 3. NUMBER 4 IS COUNTY COUNSEL

22 LITIGATION, COST MANAGEMENT. DO I HAVE AN EARLIER VERSION?

23

24 **C.A.O. JANSSEN:** MAYBE I HAVE A LATER VERSION-- I MEAN, AN

25 EARLIER VERSION.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** I THINK THIS IS A DRAFT COPY OF
3 THE AGENDA, SORRY. I THINK IT CHANGED.

4

5 **C.A.O. JANSSEN:** NO, IT'S 4.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SO THAT WAS 4.

8

9 **C.A.O. JANSSEN:** ITEM NUMBER 5 HAS ALREADY BEEN CONTINUED. I
10 BELIEVE THEY ACTED, DID THEY, SACHI, ON ITEM 5 ALREADY? TO
11 CONTINUE THAT?

12

13 **CLERK SACHI HAMAI:** YES, WE DID.

14

15 **C.A.O. JANSSEN:** ALL RIGHT. IT'S ALREADY CONTINUED. ITEM NUMBER
16 6 IS THE CHANGE LETTER. AND WHAT I'D LIKE TO DO IS I HAVE
17 ABOUT FIVE OR SIX SLIDES ON THE POWERPOINT, SO I'D LIKE TO DO
18 AN OVERVIEW OF THE CHANGE LETTER AND THEN WE'LL GO THROUGH
19 ITEM 6. 3 AND 6 WE'RE GOING TO DO TOGETHER. I'M DOING 3 RIGHT
20 NOW BASICALLY. I JUST WANTED TO LET YOU KNOW THAT WE WILL GO
21 BACK TO ITEM 6, WHICH IS THE CHANGE LETTER, AND GO THROUGH IT.
22 THIS IS JUST A HIGH LEVEL OVERVIEW. RIGHT. THAT'S THE
23 POWERPOINT. I'M GOING TO GO THROUGH THE POWERPOINT, HIGH LEVEL
24 OVERVIEW, AND THEN WE'LL GO TO 6 ON A MORE SYSTEMATIC BASIS.
25 THERE IS A REASON I WANT TO DO THIS. THE FIRST FOUR PAGES ARE



**The Meeting Transcript of
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1 GRAPHS THAT WE DISCUSSED WITH THE RATING AGENCIES TWO WEEKS
2 AGO IN JUNE AND I THINK IT'S REALLY IMPORTANT FOR THE PUBLIC
3 TO UNDERSTAND AND FOR PEOPLE TO KNOW HOW WELL THE BOARD OF
4 SUPERVISORS DOES ITS BUDGET BECAUSE WE ARE RESPONSIBLE FOR A
5 \$21.7 BILLION PROPOSED BUDGET AND IT MATTERS TO PEOPLE, I
6 THINK, THAT THAT MONEY IS SPENT WISELY. FORGET ABOUT THE
7 PROGRAMS THEMSELVES. ECONOMICALLY, LOS ANGELES COUNTY IS
8 REALLY IN VERY GOOD SHAPE COMPARED TO OTHER PARTS OF THE
9 COUNTRY. OUR ECONOMIC BASE IS VERY DIVERSIFIED. INTERNATIONAL
10 TRADE, TOURISM, MOTION PICTURE, TECHNOLOGY, BUSINESS. IN THE
11 EARLY '90S, WHEN WE HAD THE COLLAPSE OF THE ECONOMIC AND THE
12 REAL ESTATE, WE WERE OVERLY REPRESENTED IN AEROSPACE. WE TOOK
13 THAT HIT. THAT'S NO LONGER THE CASE. WE NOW HAVE FEW, IF ANY,
14 CORPORATE NATIONAL CORPORATE OFFICES OF MAJOR BUSINESS BUT WE
15 ARE VERY DIVERSIFIED, VERY STRONG SMALL BUSINESS REGION. THE
16 PROPERTY TAX OR REAL ESTATE IS CLEARLY SOMETHING THAT EVERYONE
17 IS CONCERNED ABOUT. NOT JUST HERE. WE'RE ALSO IN BETTER
18 CONDITION, WE THINK, HERE IN LOS ANGELES IN TERMS OF DEFAULTS,
19 IN TERMS OF THE VALUE OF PROPERTY THAN ELSEWHERE. BUT, BECAUSE
20 IT IS 61 PERCENT OF OUR LOCAL REVENUE, WE MONITOR THAT VERY
21 CAREFULLY. THESE THREE CHARTS ARE A 10-YEAR VIEW FOR THE
22 RATING AGENCIES OF THE CONDITION OF THE BUDGET. AND, IN 1997,
23 YOU CAN SEE, THIS SIMPLY MEASURES EXPENSES AGAINST REVENUES.
24 IN 1997, EXPENSES WERE EXCEEDING REVENUES. EXPENSES WERE
25 EXCEEDING REVENUES. AND, ACTUALLY, IN 1996, WE HAD A \$90



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1 MILLION SHORTFALL IN THE MIDDLE OF THE YEAR BECAUSE OF AN
2 OVERPROJECTED FUND BALANCE. WHAT WE WERE TRYING TO DEMONSTRATE
3 TO THE RATING AGENCIES AND PARTICULARLY STANDARD AND POORS IS
4 THAT WE HAVE DEMONSTRATED, YEAR AFTER YEAR AFTER YEAR, THAT WE
5 ALL KNOW HOW TO MANAGE THE COUNTY'S RESOURCES AND, AS YOU CAN
6 SEE ON THIS CHART, SIMPLY, REVENUES FROM 2002 ON HAVE EXCEEDED
7 EXPENDITURES, RESULTING IN THIS FUND BALANCE EVERY YEAR. IN
8 '06, IT'S SOMETHING ABOVE \$2.7 BILLION, ALL FUNDS, AND A
9 RATHER LARGE UNRESERVED DESIGNATED FUND BALANCE. AND WE HAVE
10 MOVED, IN TERMS OF THE DISCRETION THAT YOU HAVE, FROM 3.3
11 PERCENT OF THE TOTAL BUDGET TO 16 PERCENT. AND THIS ONE IS, TO
12 ME, THE MOST INTERESTING CHART OF ALL. THIS SHOWS THE DEBT
13 SERVICE. AND LOS ANGELES, PER CAPITA, IS IN VERY GOOD SHAPE
14 NOW WITH RESPECT TO ITS DEBT SERVICE. BUT, IF YOU LOOK AT
15 2012, THE DEBT SERVICE FOR THE COUNTY OF LOS ANGELES DROPS TO
16 ALMOST APPROXIMATELY \$100 MILLION. THAT MONEY WILL BE
17 AVAILABLE AT THAT TIME FOR THINGS SUCH AS THE COST OF RETIREE
18 HEALTH, IF IT'S NECESSARY FOR THAT PURPOSE, AND THIS WAS A
19 POINT I MADE TO THE RATING AGENCIES AND THEY ACTUALLY USED IN
20 THEIR FINAL STATEMENTS ABOUT THE CONDITION OF THE COUNTY. BUT,
21 IN A VERY SHORT PERIOD OF TIME, L.A. COUNTY WILL HAVE
22 VIRTUALLY NO DEBT. THAT DID RESULT, WE'RE HAPPY TO SAY, AND
23 THE TREASURER, RAY FORTNER, AUDITOR, AND I, STANDARD AND POORS
24 RAISED OUR LONG-TERM RATING TO DOUBLE A MINUS. I DID NOT
25 REALIZE THAT THAT IS THE FIRST TIME SINCE 1994 THAT THE COUNTY



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1 HAS BEEN IN A DOUBLE A STATUS SO THIS IS A BIG DEAL TO US.
2 THERE AREN'T A LOT OF INDICES ABOUT HOW WELL YOU'RE DOING
3 FINANCIALLY BUT BOND RATING CERTAINLY ARE ONE OF THEM AND THIS
4 IS THE BEST RATING THAT WE'VE HAD IN 13 YEARS. AND THE REASONS
5 THAT THEY IDENTIFIED, AND THEY ALWAYS DO, THEY LOOK AT FIRST
6 AND FOREMOST IS THE GOVERNING BODY WILLING TO MAKE TOUGH
7 FISCAL DECISIONS WHEN NECESSARY? AND YOU HAVE DEMONSTRATED
8 THAT OVER AND OVER AGAIN IN YOUR MANAGEMENT OF THE BUDGET.
9 WHAT ARE OUR RESERVES? HOW MUCH OF THE BUDGET IS
10 DISCRETIONARY? HOW WELL DO WE MANAGE? ALL OF THOSE PAID OFF
11 THIS YEAR. NOW, WITH RESPECT TO THE CHANGE LETTER, WHERE ARE
12 WE? WHAT DO YOU HAVE UNDER ITEM NUMBER 6 COMPARED TO THE
13 PROPOSED BUDGET? WE'RE PROPOSING TO ADD \$535 MILLION TO THE
14 PROPOSED BUDGET. \$535 MILLION, ONLY 280 POSITIONS. SO IT'S A
15 VERY SMALL STAFF ADDITION, HALF A MILLION DOLLARS-- HALF A
16 BILLION DOLLARS, EXCUSE ME, IS ABOUT A 2-1/2 PERCENT INCREASE
17 IN THE BUDGET, FOR A TOTAL BUDGET OF 17.7-- I CAN'T READ THAT.
18 \$17.7 BILLION-- EXCUSE ME. \$21.7 BILLION, 102,000 STAFF. OF
19 THE \$385 MILLION THAT'S IN THE GENERAL FUND, HOW MUCH OF THAT
20 IS NEW? ONLY \$38 MILLION OF THAT IS NEW. AND WE'LL GO THROUGH
21 THIS UNDER ITEM 6. 57 MILLION IS CARRYOVER FUND BALANCE, WHICH
22 WE HAVE EVERY YEAR. ANOTHER 66 MILLION IS FUND BALANCE THAT
23 WE'RE USING FOR ONE-TIME PURPOSES. 38.7 MILLION IS NEW ONGOING
24 OBLIGATIONS. OF THE HALF A BILLION DOLLARS, 38.7 MILLION IS
25 ALL WE'RE PROPOSING TO ADD TO ONGOING OPERATIONS OF THE



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1 COUNTY. AND THEN THERE'S 142 MILLION REVENUE OFFSET, PRIMARILY
2 IN MENTAL HEALTH, HOMELAND SECURITY AND 20 MILLION TO RUN THE
3 PRESIDENTIAL ELECTIONS NEXT YEAR, WITH SOME MINISTERIAL
4 CHANGES THAT I'LL TALK ABOUT IN ITEM 6. WE TALKED ABOUT HEALTH
5 DEPARTMENT. AND, WITH RESPECT TO THE STATE, WE'RE ESTIMATING A
6 POTENTIAL IMPACT OF ABOUT \$13 MILLION NET RIGHT NOW. WE ARE
7 MONITORING WHAT GOES ON IN SACRAMENTO, OBVIOUSLY, BUT, AS THE
8 RATING AGENCIES POINTED OUT, WITH PROPOSITION 1-A PASSING, THE
9 EXPOSURE THAT LOCAL GOVERNMENT HAS TO SACRAMENTO HAS BEEN
10 DRAMATICALLY, DRAMATICALLY REDUCED. SO, WITH THAT, LET ME ASK
11 YOU TO TAKE A CLOSER LOOK AT ITEM 6, WHICH IS THE PROPOSED
12 CHANGE LETTER. ON PAGE 4, PAGE 4 OF ITEM NUMBER 6, \$57.5
13 MILLION IS CARRYOVER. ITEMS THAT WERE NOT COMPLETED CURRENT
14 YEAR, WE'RE ASKING THAT THEY BE ROLLED OVER AND THEN ADDED TO
15 NEXT YEAR'S BUDGET, SOME OF THE SMALLER ONES, THE ASSESSOR,
16 PERSONNEL SERVICES DIVISION OF THE BOARD, CONSUMER AFFAIRS,
17 HUMAN RESOURCES AND CAPITAL PROJECTS THAT HAVE NOT BEEN
18 COMPLETED. 32 MILLION ARE CAPITAL PROJECTS THAT WE'RE SIMPLY
19 ASKING YOU TO CARRYOVER. THEY WEREN'T COMPLETED. THE BOARD OF
20 SUPERVISORS HAS UNSPENT FUNDS, A MUCH SMALLER AMOUNT THAN IN
21 PRIOR YEARS. I WILL SAY THAT USED TO RUN IN THE NEIGHBORHOOD
22 OF 24, \$25 MILLION. ADMINISTRATOR WAREHOUSE, 5 MILLION,
23 REGIONAL TERRORISM. SO THOSE ARE PRETTY STRAIGHTFORWARD, THE
24 57.5 MILLION. THE NEXT CATEGORY IS USE OF ADDITIONAL FUND
25 BALANCE, \$66 MILLION. NOW, WE PROJECT, IN PROPOSED BUDGET, AND



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1 WE'RE PROJECTING NOW, HOW MUCH MONEY WE THINK WE'LL HAVE LEFT
2 OVER AT THE END OF THIS CURRENT BUDGET YEAR. IN PROPOSED
3 BUDGET, THAT FIGURE WAS IN THE NEIGHBORHOOD OF \$200 MILLION.
4 WE'RE ADDING-- WE'RE ASSUMING ANOTHER 123 MILLION.

5

6 **SUP. MOLINA:** WHICH PAGE ARE YOU ON? I'M LOST.

7

8 **C.A.O. JANSSEN:** BOTTOM OF PAGE 4.

9

10 **SUP. MOLINA:** OH, YOU'RE STILL ON PAGE 4.

11

12 **C.A.O. JANSSEN:** YEAH. I'M AT THE BOTTOM, ADDITIONAL FUND
13 BALANCE. I'M JUST SAYING...

14

15 **SUP. MOLINA:** I HAVE 600...

16

17 **C.A.O. JANSSEN:** 66.4 MILLION.

18

19 **SUP. MOLINA:** AND YOU'RE ADDING HOW MUCH?

20

21 **C.A.O. JANSSEN:** WE'RE ASSUMING A TOTAL OF 123 MILLION
22 ADDITIONAL FUND BALANCE. 57 MILLION IS CARRYOVER. I COVERED
23 THAT. THE REMAINING AMOUNT, 66 MILLION, IS PROPOSED TO BE
24 SPENT AS IDENTIFIED ON PAGE 5. 25 MILLION FOR HIGH PRIORITY
25 CAPITAL PROJECTS.



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1

2 **SUP. MOLINA:** WHAT HAPPENS TO THE REMAINING 57?

3

4 **SUP. KNABE:** THAT'S THE CARRYOVER.

5

6 **SUP. MOLINA:** I KNOW BUT WHERE DOES IT GO?

7

8 **C.A.O. JANSSEN:** WHICH REMAINING? 123...

9

10 **SUP. KNABE:** YOU'RE SPENDING 66 HERE BUT SHE'S ASKING ABOUT THE
11 57.

12

13 **C.A.O. JANSSEN:** YEAH, THAT'S ON-- JUST GO TO THE TOP OF THE
14 PAGE. 57 IS CARRYOVER. BOTTOM OF PAGE 3. 57.5 MILLION OF THAT
15 123 IS SIMPLY CARRYING OVER EXISTING PROJECTS THAT WILL GROW
16 ON TO FUND BALANCE. AND THEN THE REMAINING AMOUNT, 66 MILLION,
17 FOR THE TOTAL OF 123 IS PROPOSED TO BE SPENT AS IDENTIFIED ON
18 PAGE 5. AND, OF THAT 66.4 MILLION, 25 MILLION FOR HIGH
19 PRIORITY CAPITAL PROJECTS, 10 MILLION FOR WATER QUALITY
20 COMPLIANCE, 13-1/2 MILLION ONE-TIME FUNDING FOR VARIOUS
21 CAPITAL IMPROVEMENTS. WE'RE ADDING ANOTHER 10 MILLION FOR THE
22 HUMAN RESOURCES COMPONENT OF E.C.A.P.S. WE'RE PROPOSING, AT
23 YOUR BOARD'S DIRECTION, TO FUND THE SUMMER YOUTH PROGRAM, 5.7
24 MILLION. AND A HALF A MILLION FOR CHILDCARE TRAINING
25 INSTITUTE. THAT'S HOW WE ARE PROPOSING THAT THAT FUND BALANCE-



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1 - ANTICIPATED FUND BALANCE BE SPENT AND, WITH THE EXCEPTION OF
2 SUMMER YOUTH PROGRAM, THOSE ARE ALL ONE-TIME EXPENDITURES. AND
3 WE HAVE FUNDED THE SUMMER YOUTH PROGRAM LAST YEAR OUT OF ONE-
4 TIME, THIS YEAR OUT OF ONE-TIME. SO IT'S OBVIOUSLY AN ISSUE
5 THAT WE NEED TO ADDRESS AT SOME POINT.

6

7 **SUP. BURKE:** WAS MONEY LEFT OVER FROM LAST YEAR?

8

9 **C.A.O. JANSSEN:** YES, RIGHT.

10

11 **SUP. BURKE:** AND THAT'S ABOUT HOW MUCH? IS THAT PART OF THE
12 FUND BALANCE?

13

14 **C.A.O. JANSSEN:** YEAH, 5.7. RIGHT. PART OF THE FUND BALANCE. AT
15 THE BOTTOM OF PAGE 5, 38.7 MILLION IS THE NEW GENERAL FUND
16 ONGOING REVENUE THAT WE'RE PROPOSING TO ALLOCATE. 38.7 OF THE
17 HALF A BILLION. WE'VE INCREASED THE ASSUMPTION ON PROPERTY TAX
18 FROM AN ASSESSMENT OF 6 PERCENT TO 7 PERCENT. WE DO NOT WANT
19 TO GO HIGHER THAN 7 PERCENT. IT'S PROBABLY A LITTLE HIGHER
20 THAN I WOULD HAVE LIKED. THE ASSESSOR IS IN THE NEIGHBORHOOD
21 OF 9. WE WERE AT 12 CURRENT YEAR. SO IT'S GOING DOWN. NO
22 QUESTION ABOUT IT. WE'RE REDUCING OUR ASSUMPTIONS. BUT THIS
23 38.7 MILLION SIMPLY CAME FROM AN ASSUMPTION THAT WENT FROM 6
24 TO 7 PERCENT. 10 MILLION OF THAT 38.7 SET ASIDE FOR HIGH
25 PRIORITY PROJECTS. 7.2 MILLION WE'RE PROPOSING TO ADD BEDS TO



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1 PITCHES AND WE HAD THIS DISCUSSION EARLIER WITH THE BOARD. WE
2 HAVE A REPORT LATER ON TALKING FURTHER ABOUT PITCHES. IT'S,
3 UNFORTUNATELY, A COMPLICATED ISSUE BUT WE'RE PROPOSING TO ADD
4 \$7.2 MILLION TO REOPEN ABOUT 240 BEDS I THINK AT PITCHES.
5 CUSTODY MEDICAL SERVICES, WE TALKED ABOUT THIS IN PROPOSED.
6 YOUR BOARD INDICATED, AT THAT TIME THAT, WE NEEDED TO CONTINUE
7 THE MULTI-YEAR PROGRAM THAT YOU HAVE SUPPORTED IMPROVING
8 MEDICAL CONDITIONS AT THE JAILS. WE ADDED 10 MILLION TO DO
9 THAT. IT'S ACTUALLY, NOT TO GET TRICKY BUT IT'S ACTUALLY ONLY
10 COSTING US 5 MILLION BECAUSE PROPOSED BUDGET HAD 10 MILLION
11 FOR OUTPATIENT SERVICES AT THE GENERAL HOSPITAL. THE GENERAL
12 HOSPITAL IS NOT GOING TO OPEN IN THE FALL OF THIS YEAR. IT
13 WILL MORE LIKELY OPEN IN THE SPRING OF NEXT YEAR SO THEY DON'T
14 NEED A FULL YEAR FUNDING. SO WE SAVED OURSELVES \$5 MILLION
15 FROM PROPOSED. WE'RE ADDING 3.3 MILLION MORE FOR GANGS. THE
16 SHERIFF'S DEPARTMENT, 13.6 MILLION NOW IS THE TOTAL ADDITIONAL
17 FUNDS BEING PROPOSED TO DEAL WITH GANGS IN SHERIFF, IN THE
18 DISTRICT ATTORNEY'S OFFICE. WE'RE ALSO PROPOSING TO ADD AN
19 ADDITIONAL 2.4 MILLION TO THE DISTRICT ATTORNEY'S OFFICE FOR
20 WORKLOAD INCREASES IN COURTS IN THE ANTELOPE VALLEY, COMPTON
21 AND VAN NUYS. PROPOSING TO ADD 1-1/2 MILLION DOLLARS TO
22 REGIONAL PLANNING, TO ENHANCE CUSTOMER SERVICE IN FIELD
23 OFFICES, CONDUCT COMMUNITY-BASED PUBLIC HEARINGS, IMPROVE
24 INFORMATION TECHNOLOGY AND ENHANCE THE QUALITY OF PLANNING
25 SERVICES. PLANNING IS OBVIOUSLY A VERY IMPORTANT COMPONENT OF



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1 UNINCORPORATED AREA SERVICES THAT WE PROVIDE TO THE OVER A
2 MILLION PEOPLE THAT LIVE IN THE UNINCORPORATED AREA. 1.5
3 MILLION FOR ADULT PROTECTIVE SERVICES. 1.7 MILLION FOR THE
4 ADDITIONAL COST TO MY OFFICE OF THE PROPOSED ORGANIZATION
5 STRUCTURE. SO THAT'S THE 38.7 MILLION OF NEW PROPOSALS. PAGE
6 7, REVENUE OFFSET. 3632. 16 MILLION FOR MENTAL HEALTH
7 SERVICES. M.H.S.A. PROP. 63 MONIES, \$12 MILLION. WE ANTICIPATE
8 RECEIVING 25 MILLION IN HOMELAND SECURITY GRANTS, \$20 MILLION
9 FOR THE PRESIDENTIAL PRIMARY NEXT YEAR. AND THEN THERE ARE A
10 NUMBER OF MINISTERIAL TRANSACTIONS, MOVING MONEY FROM ONE POT
11 TO ANOTHER, IF YOU WILL. WE'RE ADDING TO THE PROBATION OFFICE
12 AGAIN, TAKING IT OUT OF P.F.U., REDUCING THE AMOUNT THAT'S
13 REMAINING TO ABOUT 8-1/2 MILLION DOLLARS. MAY BE A LITTLE
14 DIFFERENT THAN THAT. SALARY INCREASES. AGAIN, WE'RE MOVING
15 MONEY TO COVER SALARY INCREASES. 2.7 MILLION FROM A
16 DESIGNATION TO FUND ADDITIONAL GANG, THE GANG PROGRAM IN THE
17 UNINCORPORATED AREA, WHICH YOUR BOARD APPROVED LAST YEAR AND
18 WANTED DONE AGAIN THIS YEAR. HEALTH DEPARTMENT, WE'VE TALKED
19 ABOUT THE HEALTH DEPARTMENT. THERE'S NOTHING ADDITIONAL THERE
20 I THINK THAT NEEDS TO BE MENTIONED. ON PAGE 11, WE HAVE
21 SPECIAL FUNDS. FIRE DEPARTMENT, FLOOD CONTROL, LIBRARY AND
22 CAPITAL PROJECTS. SO THERE ARE ABOUT 50 OR 60 ITEMIZED PAGES
23 OF ADDITIONS IN THE CHANGE LETTER THAT WE WOULD BE HAPPY TO
24 ANSWER QUESTIONS ABOUT BUT THE 38.7 MILLION IS THE NEW
25 ADDITIONAL ONGOING GENERAL FUND RECOMMENDATION. SO WE WOULD BE



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1 HAPPY TO ANSWER ANY QUESTIONS THAT YOU HAVE ABOUT ANY OF THE
2 DETAILS OF ITEM NUMBER 6.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. WHO WANTS TO START? MR.
5 KNABE?

6

7 **SUP. KNABE:** ON THE TRANSFER OF THE 2.7 MILLION ON THE GANG
8 TASKFORCE ON PAGE 8? DO WE HAVE-- IT'S MY UNDERSTANDING WE
9 DON'T HAVE A PLAN YET, IS THAT CORRECT? YOU KNOW, ONE OF THE
10 THINGS THAT I'VE NOTICED THAT THERE ARE 24 NEW C.O.P.S.
11 DEPUTIES BEING TRANSFERRED TO THIS PARTICULAR ASSIGNMENT BUT
12 THEY'RE JUST GOING TO COMPTON AND CENTURY AND LENNOX. AND WE'D
13 CERTAINLY LIKE TO SEE A PLAN AS IT RELATES TO ALL THE
14 UNINCORPORATED AREA.

15

16 **C.A.O. JANSSEN:** RIGHT AND THAT'S WHY THE MONEY IS IN P.F.U.
17 AND NOT IN THE SHERIFF'S BUDGET UNTIL THEY PROVIDE THAT PLAN
18 TO YOU.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT WAS THAT IN REFERENCE TO, I'M
21 SORRY?

22

23 **C.A.O. JANSSEN:** THE 2.7 MILLION UNINCORPORATED AREA GANG.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** GO AHEAD.



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1

2 **SUP. KNABE:** NO, I WAS JUST AS IT RELATED TO THE UNINCORPORATED
3 AREA AND THAT WAS A HUGE ISSUE FOR ALL OF US BUT WE HAVE NOT
4 YET SEEN A PLAN AND WE JUST SAW TRANSFER OF SOME FOLKS THAT--
5 PRETTY ISOLATED AS TO WHERE THEY WERE GOING AND WHAT THEY WERE
6 DOING, NOT THAT THEY WEREN'T NEEDED THERE BUT I WANT TO MAKE
7 SURE THE OTHER UNINCORPORATED AREAS ARE NOT OVERLOOKED. WE
8 HAVE NEEDS AND CONCERNS, TOO. SO WE'LL LOOK FORWARD TO THE
9 PLAN.

10

11 **C.A.O. JANSSEN:** CORRECT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. MR. ANTONOVICH?

14

15 **SUP. ANTONOVICH:** THE C.I.O. IS RECEIVING AN ADDITIONAL \$1
16 MILLION FOR NEW POSITIONS. AT THE SAME TIME, SEVERAL OF OUR
17 COUNTY DEPARTMENTS ARE RECEIVING ADDITIONAL I.T. POSITIONS.
18 HOW WILL YOU MAKE SURE THAT THERE'S NO DUPLICATION OF
19 FUNCTIONS? AND, SPECIFICALLY, WHAT WOULD THE ADDITIONAL \$1
20 MILLION TO THE C.I.O. PROVIDE US? HOW DOES THAT DIFFER FROM
21 THE POSITIONS BEING ADDED THROUGHOUT THE COUNTY?

22

23 **C.A.O. JANSSEN:** THANK YOU. MR. CHAIRMAN, SUPERVISOR, YOU MAY
24 RECALL THAT YOUR BOARD COMMISSIONED A MANAGEMENT AUDIT OF THE
25 C.I.O.'S OFFICE. AND, AS PART OF THAT AUDIT, THEY RECOMMENDED



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1 THAT WE ESTABLISH, CENTRALLY, A PROJECT MANAGEMENT FUNCTION IN
2 THE C.I.O.'S OFFICE. AND THAT'S WHAT THE PRIMARY USE OF THIS
3 MONEY IS, IS TO ADD STAFF AT THE CENTRAL OFFICE TO PROVIDE
4 PROJECT MANAGEMENT FOR SOME OF OUR LARGER, MORE IMPORTANT
5 UNDERTAKINGS. I THINK, IF I'M REMEMBERING CORRECTLY, THE
6 COUNTY SPENDS IN THE ORDER OF \$300 MILLION IN TECHNOLOGY IN
7 ALL DEPARTMENTS. THOSE ITEMS THAT WOULD BE ADDED IN DEPARTMENT
8 WOULD BE RELATED TO SPECIFIC DEPARTMENT OPERATIONAL NEEDS AND
9 WOULD NOT CERTAINLY THE INTENT IS THAT THEY NOT BE DUPLICATIVE
10 OF WHAT WE'RE DOING IN THE CENTRAL OFFICE BUT WE'RE BASICALLY
11 STRENGTHENING THE C.I.O.'S OFFICE BY ADDING THESE POSITIONS
12 AND THEIR ABILITY TO OVERSEE MAJOR PROJECTS IN THE COUNTY.

13

14 **SUP. ANTONOVICH:** WHEN THE-- WE CREATED THE DEPARTMENT OF
15 PUBLIC HEALTH, SEPARATED FROM THE DEPARTMENT OF HEALTH, WE
16 WERE TOLD THAT IT WAS GOING TO BE REVENUE-NEUTRAL. NOW WE HAVE
17 AN INCREASE OF 55 POSITIONS AND \$20 MILLION TO THE NET COUNTY
18 COST. WHERE WAS THE DISCONNECT?

19

20 **C.A.O. JANSSEN:** WELL, THERE ARE A COUPLE OF THINGS GOING ON IN
21 THAT TRANSFER. ONE IS, WHEN THE TRANSFER WAS DONE, THE SHARE
22 OF ADMINISTRATIVE POSITIONS WAS NOT COMPLETED. SO PART OF THIS
23 IS RECOGNIZING THAT NOT ENOUGH POSITIONS WERE TRANSFERRED FROM
24 HEALTH TO PUBLIC HEALTH AS PART OF THE SEPARATION. THE OTHER
25 PART OF IT IS ONE WE REALLY, I THINK, HADN'T THOUGHT ABOUT AND



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1 THAT WAS, WHEN YOU PULL PUBLIC HEALTH OUT OF THE HEALTH
2 DEPARTMENT, THEY DIDN'T TAKE ANY OF THE DEFICIT, IF YOU WILL,
3 OF THE DEPARTMENT WITH THEM. THE DEPARTMENT HAS BEEN IN
4 DEFICIT FOR MANY YEARS. WE DIDN'T ASSIGN...

5

6 **SUP. ANTONOVICH:** PUBLIC HEALTH HAS BEEN?

7

8 **C.A.O. JANSSEN:** YEAH. WELL, WHOLE DEPARTMENT, RIGHT? AND
9 PUBLIC HEALTH...

10

11 **SUP. ANTONOVICH:** I KNOW BUT PUBLIC HEALTH...

12

13 **C.A.O. JANSSEN:** WELL, BUT PUBLIC HEALTH IS PART OF THE
14 DEPARTMENT. WE NEVER SEPARATED THE TWO.

15

16 **SUP. ANTONOVICH:** BUT DOESN'T PUBLIC HEALTH RECEIVE THEIR FUND
17 BASICALLY FROM STATE OR FEDERAL?

18

19 **C.A.O. JANSSEN:** NO. WE NEVER PROVIDED GENERAL FUND TO THE
20 DEPARTMENT OF HEALTH, INCLUDING PUBLIC HEALTH, FOR SALARIES.
21 THIS IS A SALARY ISSUE NOW. FIRST IS ADMINISTRATION. NOW
22 SALARIES. SO WE SAT DOWN WITH DR. FIELDING, HE'S GOT THOUSANDS
23 OF EMPLOYEES NOW THAT ARE FUNDED BY THE STATE, FEDERAL AND
24 COUNTY GENERAL FUNDS AND SAID, "HOW AM I GOING TO PAY FOR THE
25 SALARY INCREASES YOU GUYS NEGOTIATED? I HAVE NOBODY I CAN



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1 CHARGE THEM AGAINST, UNLIKE THE HEALTH DEPARTMENT. I CAN'T
2 BURY THEM IN THE HEALTH DEPARTMENT'S DEFICIT. I'M GOING TO
3 HAVE TO CUT PROGRAMS." AND WE DID NOT THINK THAT THAT WAS
4 ANYBODY'S INTENT THAT THE ACTUAL PUBLIC HEALTH PROGRAMS BE
5 REDUCED, SO WE AGREED THAT THE GENERAL FUND, GOING FORWARD,
6 NEEDS TO PAY FOR THE INCREASED COSTS OF SALARIES AND BENEFITS.
7 SO THOSE ARE THE TWO PIECES. SO, AT THE TIME IT WAS SEPARATED,
8 YES, WE BELIEVE IT WAS REASONABLY REVENUE-NEUTRAL BUT, GOING
9 FORWARD, UNLESS YOU WANT PUBLIC HEALTH PROGRAMS TO BE CUT, THE
10 GENERAL FUND NEEDS TO PROVIDE THAT. AND SO IT'S BEING TREATED
11 MORE LIKE PROBATION DEPARTMENT OR SHERIFF, ET CETERA.

12

13 **SUP. KNABE:** BUT THERE WERE OTHER ADDITIONAL COSTS AS IT
14 RELATED TO THAT CUTOFF FROM PUBLIC HEALTH THAT, I MEAN, IT WAS
15 SUPPOSED TO BE NO ADDITIONAL COSTS. ARE YOU SAYING THAT THE
16 ONLY COST ASSOCIATED WITH THAT SPLITTING OF THE DEPARTMENT IS
17 WITH THE SALARIES? BECAUSE SOME OF THE NUMBERS WE WERE LOOKING
18 AT, LIKE, THERE WAS SOME ADDITIONAL DOLLARS...

19

20 **C.A.O. JANSSEN:** WELL, WE MAY BE-- LET'S SEE. WHAT DOES THE
21 PUBLIC HEALTH BUDGET SHOW ON PAGE 30? ITEM NUMBER 2 ON PAGE
22 30. \$6.4 MILLION REFLECTS THE TRANSFER OF NET COUNTY COSTS
23 FROM THE DEPARTMENT OF HEALTH SERVICES TO CONTINUE THE
24 SEPARATION OF THE TWO DEPARTMENTS. THAT WAS THE ITEM I
25 REFERENCED ABOUT ADMINISTRATION. A.I.D.S., NOTHING THERE.



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1 ALCOHOL AND DRUGS, NOTHING. PUBLIC HEALTH ANTELOPE VALLEY, NO.
2 RETIREE HEALTH ON PAGE 32. \$2.1 MILLION. THAT'S GENERAL FUND.
3 THAT'S ADDITIONAL. NURSE CLASSIFICATION STRUCTURE AND PAY
4 PLAN. THEY HAVE NURSES, AS WELL. THEY HAVE INCREASED COSTS.
5 \$9.9 MILLION IS THE ADDITIONAL COSTS THAT WE'RE PROPOSING. SO,
6 SUPERVISOR, ABOUT 12 MILLION OF THAT IS RELATED TO THE COST OF
7 SALARIES AND COST OF DOING BUSINESS AND THE REMAINDER IS THE
8 SEPARATION.

9

10 **SUP. KNABE:** SEPARATION.

11

12 **C.A.O. JANSSEN:** AND I'M DELIGHTED TO SEE THAT OUR
13 DOCUMENTATION...

14

15 **SUP. KNABE:** I MEAN, IS ANY PART OF THAT DEBT SERVICE? I MEAN,
16 IS THERE ANY DEBT SERVICE RELATED TO ALL THAT, YOU KNOW, AS
17 FAR AS ANYTHING ON THE HEALTH DEPARTMENT SIDE OR IS IT
18 STRICTLY JUST OPERATIONAL? JUST STRICTLY OPERATIONAL?

19

20 **C.A.O. JANSSEN:** JUST OPERATIONAL. NO DEFICIT. NO DEBT SERVICE.

21

22 **SUP. KNABE:** THAT'S ALL I HAVE, ZEV.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. ANY OTHER DISCUSSION?
25 MS. BURKE?



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1

2 **SUP. BURKE:** I JUST HAVE A FEW QUESTIONS. ON THE SELF-HELP
3 LEGAL ACCESS CENTERS, WE'RE VERY SUPPORTIVE OF THAT. HOWEVER,
4 WE HAVE SO MUCH NEED OF ADDITIONAL SERVICES AND IT APPEARS
5 THAT WE DON'T GET QUITE THE SAME AMOUNT THAT OTHER DISTRICTS
6 GET AND MY UNDERSTANDING WAS THAT TWO THINGS HAPPENED. FIRST
7 OF ALL, THAT OUR CENTERS ARE SMALL WHERE OTHERS ARE MAYBE
8 LARGE. BUT OUR NEED IS TO INCREASE THOSE SMALL ONES INTO OTHER
9 COURTS AND I WOULD HOPE THAT YOU'D LOOK AT THAT IN TERMS OF
10 TRYING TO MAKE SURE THAT WE CAN HAVE THE ALLOCATIONS. NOW,
11 ANOTHER THING, OF COURSE, IS THAT THERE IS ONE AGENCY THAT ALL
12 OF THE SELF-HELP CENTERS HAVE TO REPORT TO AND SOME OF OUR
13 CENTERS FEEL THAT THEY SHOULD NOT HAVE TO REPORT TO A CENTER,
14 TO THIS AGENCY THAT'S SO FAR REMOVED FROM THEM, THAT THEY
15 WOULD PREFER TO BE ABLE TO OPERATE AS THEY DID BEFORE, WHERE
16 THEY DID NOT HAVE TO REPORT TO THAT CENTER. BUT I WOULD HOPE
17 THAT YOU WOULD LOOK AT THE FUNDING COUNTYWIDE AND IT MAY BE
18 THAT THERE ARE SOME AREAS WHERE YOU HAVE ADDITIONAL COURTS
19 THAT ARE TREMENDOUSLY IN NEED. NOW, WE PUT OUR DISCRETIONARY
20 IN JUST LIKE OTHER SUPERVISORS DO, PUT THEIR DISCRETIONARY
21 INTO THOSE OTHER SELF-HELP CENTERS BUT, AT THE SAME TIME,
22 THERE'S A LIMIT TO HOW MUCH DISCRETIONARY WE CAN PUT IN WHEN
23 WE REALIZE WE HAVE AT LEAST TWO COURTS THAT REALLY NEED THOSE
24 SERVICES. I WOULD HOPE THAT YOU WOULD LOOK AT THAT AND GET
25 SOME ABILITY TO COORDINATE THE AMOUNTS.



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1

2 **C.A.O. JANSSEN:** WE'LL TAKE A LOOK AT THAT AND REPORT BACK ON
3 IT. AS YOU KNOW, THE COUNTY SPENDS \$1.8 MILLION...

4

5 **SUP. BURKE:** IS THAT COUNTYWIDE?

6

7 **C.A.O. JANSSEN:** THAT'S FOR ALL COURTS. \$1.8 MILLION, 600,000
8 OF WHICH ARE FROM BOARD DISCRETIONARY FUNDS.

9

10 **SUP. BURKE:** RIGHT. AND HOW MANY CENTERS ARE BEING FUNDED?

11

12 **C.A.O. JANSSEN:** THERE ARE NINE CENTERS ON MY LIST HERE.
13 POMONA, ENGLEWOOD, VAN NUYS, LONG BEACH, ANTELOPE VALLEY, SAN
14 FERNANDO, SANTA MONICA, VAN NUYS, TORRANCE.

15

16 **SUP. BURKE:** IN PREVIOUS ALLOCATIONS, WAS A LOT OF THAT FOR
17 STARTUP MONEY?

18

19 **C.A.O. JANSSEN:** I THINK EACH ONE VARIED AND THEY VARIED
20 PROBABLY BECAUSE, FRANKLY, I DIDN'T RECOMMEND ANY OF THEM.
21 IT'S A DISCRETIONARY PROGRAM OF THE BOARD. IT IS AN OBLIGATION
22 OF THE SUPERIOR COURT IF ANYONE. SO, WHEN WE STARTED, IT WAS,
23 I THINK, SUPERVISOR YAROSLAVSKY, I THINK, CAME IN WITH THE
24 FIRST CENTER AND IT WAS-- I THINK IT WAS-- VAN NUYS WAS THE
25 FIRST ONE.



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1

2 **SUP. BURKE:** WELL, WE HAD A CENTER BUT IT WAS BEING PAID FOR
3 TOTALLY BY-- SEE, OUR SITUATION WAS DIFFERENT. THERE WAS A
4 CENTER BUT THE FUNDS, I BELIEVE, CAME FROM THE STATE. SO, WHEN
5 THE STATE PULLED THEIR FUNDS OUT, WE HAD TO FUND IT WITH OUR
6 DISCRETIONARY TOTALLY.

7

8 **C.A.O. JANSSEN:** OKAY. THE 122,000?

9

10 **SUP. BURKE:** YES.

11

12 **C.A.O. JANSSEN:** YEAH. WELL, WE WILL TAKE A LOOK AT ALL OF
13 THAT. I'M NOT SURE EXACTLY WHAT WE CAN DO ABOUT IT BUT WE WILL
14 TAKE A LOOK AT IT. THE REPORTING REQUIREMENT I HADN'T HEARD
15 BEFORE BUT WE'LL TAKE A LOOK AT THAT AND REPORT BACK.

16

17 **SUP. BURKE:** OKAY.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, JUST MAKE SURE THAT...

20

21 **C.A.O. JANSSEN:** I UNDERSTAND, YES. WE'RE GOING TO MOVE IT OUT
22 OF THE THIRD DISTRICT TO THE SECOND DISTRICT BECAUSE...

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** DON'T PUNISH US FOR USING OUR
25 DISCRETIONARY MONEY TO DO IT. IT'S A GOOD PROGRAM AND IT OUGHT



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1 TO BE FUNDED, FRANKLY, COUNTYWIDE AND IT'S HAD-- I MEAN, THE
2 RETURN WE GET ON THIS VERY MODEST INVESTMENT IS HUGE.

3

4 **SUP. BURKE:** RIGHT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ABSOLUTELY HUGE. I MEAN, THE
7 NUMBERS OF PEOPLE WHO AVAIL THEMSELVES OF THIS SERVICE, WE
8 OUGHT TO INCREASE IT TENFOLD. I MEAN, IT'S JUST UNBELIEVABLE
9 IN ALL OF THE CENTERS OUT THERE. PEOPLE ARE THIRSTING FOR THIS
10 ACCESS TO OUR JUDICIAL SYSTEM AND TO THE JUSTICE SYSTEM AND
11 THEY'RE UNABLE TO REPRESENT THEMSELVES IN THIS SORT OF UNIQUE
12 PROGRAM TO GET ACCESS TO THE COURTS IN A WAY THAT OTHERWISE
13 THEY HAVE TO PAY \$300, \$400 AN HOUR TO AN ATTORNEY, WHICH NONE
14 OF THESE CONSTITUENTS OF OURS CAN REMOTELY AFFORD. SO IT'S A
15 GREAT PROGRAM COUNTYWIDE. BUT, AS YOU LOOK AT IT, APPLIES TO
16 APPLES, I MEAN, I WOULD HAVE NO OBJECTION TO INCREASING THE
17 OVERALL COUNTYWIDE INVESTMENT IN THIS PROGRAM TO A MUTUALLY
18 AGREED UPON LEVEL BUT DON'T PUNISH US FOR HAVING INVESTED...

19

20 **SUP. BURKE:** WELL, WE HAD TO PUT THE MONEY FROM DISCRETIONARY
21 BECAUSE THERE WAS NO MONEY AT ALL AVAILABLE.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, SO DID WE. WELL, BUT IT'S
24 AVAILABLE NOW, I MEAN, AND IT'S-- I MEAN...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** NOT FOR THESE CENTERS.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** I THINK THERE'S A SHLACK IN EVERY-
4 - A CENTER IN EVERY SUPERVISORIAL DISTRICT NOW.

5

6 **C.A.O. JANSSEN:** FIRST, SECOND, THIRD, FOURTH, FIFTH. YES,
7 THERE IS ONE IN EACH.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** I MEAN, IT STARTED IN OUR DISTRICT
10 BUT IT MOVED VERY QUICKLY ALL OVER.

11

12 **C.A.O. JANSSEN:** IN ENGLEWOOD, THERE'S ONLY \$122,000 IN
13 ENGLEWOOD, FOR EXAMPLE, I THINK THAT'S WHAT YOUR YOU'RE
14 TALKING ABOUT. SANTA MONICA-- NOT SANTA MONICA, EXCUSE ME, VAN
15 NUYS IS 313,000. POMONA, 240, LONG BEACH, 200, ANTELOPE
16 VALLEY, 189. SO THERE IS A DIFFERENTIAL IN THE AMOUNT OF
17 MONEY. I'M NOT SURE IF THAT'S RELATED TO STAFFING.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT WE'RE MAKING UP THE DIFFERENCE
20 OF THE DIFFERENTIAL WITH OUR-- ON THE DISCRETIONARY FUND.

21

22 **C.A.O. JANSSEN:** THAT'S WHAT I'M ASSUMING. THE REST OF IT. WE
23 NEED TO LOOK AT THE WHOLE PACKAGE. RIGHT. BECAUSE THERE IS
24 DISCRETIONARY MONEY BEING PUT...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** SEE, BUT, IN COMPTON, I'M HAVING TO PAY THE WHOLE
2 THING, I THINK, 130...

3

4 **C.A.O. JANSSEN:** I DON'T EVEN SHOW COMPTON ON MY LIST.

5

6 **SUP. BURKE:** I KNOW BECAUSE WE PAY FOR IT.

7

8 **C.A.O. JANSSEN:** BUT IT SHOULD BE HERE THOUGH.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** IT STILL SHOULD SHOW UP ON THE
11 LIST.

12

13 **C.A.O. JANSSEN:** IT STILL SHOULD BE ON THE LIST.

14

15 **SUP. BURKE:** YEAH.

16

17 **C.A.O. JANSSEN:** SO COMPTON?

18

19 **SUP. BURKE:** WELL, SEE, THAT'S WHAT I WAS EXPLAINING.

20

21 **C.A.O. JANSSEN:** THAT'S BRAND NEW.

22

23 **SUP. BURKE:** IT WAS STATE MONEY THAT WAS FUNDING IT. THE STATE
24 PULLED THEIR MONEY OUT. THE COUNTY DID NOT PUT ANY MONEY IN SO
25 WE HAD TO PUT IT IN FROM OUR DISCRETIONARY.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **C.A.O. JANSSEN:** AND HOW MUCH IS THAT?

3

4 **SUP. BURKE:** WE PUT 130.

5

6 **C.A.O. JANSSEN:** 130, OKAY. THERE ARE...

7

8 **SUP. BURKE:** THAT'S WHY-- WE'D LIKE TO MEET WITH YOU, GO
9 THROUGH IT.

10

11 **SUP. KNABE:** THEY'RE OUTSTANDING PROGRAMS, I'LL TELL YOU THAT.

12

13 **SUP. BURKE:** THEY'RE VERY IMPORTANT. IN PLACES WHERE PEOPLE
14 HAVE VERY LITTLE FUNDS, IT REALLY MAKES A GREAT DEAL OF
15 DIFFERENCE. I'D LIKE TO ASK A QUESTION ON PAGE 9 ON THE HARBOR
16 HOSPITAL BUNGALOWS. THAT'S SOMETHING THAT'S REALLY NEEDED.
17 THAT'S THE D.M.H. TO REPLACE EXISTING BUNGALOWS AND YOU
18 ALLOCATED 2.5 MILLION? ON PAGE 9? OUR UNDERSTANDING IS THAT
19 THE CURRENT ESTIMATE IS 5.7 TO COMPLETE THE PROJECT. HOW DO WE
20 ANTICIPATE THAT WILL WORK?

21

22 **C.A.O. JANSSEN:** THEY'RE TWO PROJECTS, I'M TOLD. THE TWO AND A
23 HALF MILLION IS ALL WE NEED TO REPLACE THE BUNGALOWS. THE FIVE
24 SEVEN IS A NEW PROJECT AND IT WILL BE TAKING A LOOK AT AS A
25 NEW PROJECT.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** IT'S A NEW PROJECT EVEN THOUGH IT'S IN THE SAME
3 BUNGALOW? IT'S NOT IN THE SAME BUNGALOW?

4

5 **C.A.O. JANSSEN:** IT'S NOT THE SAME BUNGALOW.

6

7 **SUP. BURKE:** IT'S NOT IN THE SAME BUNGALOW? OH, IT'S ONE
8 BUNGALOW. BUT YOU ARE GOING TO BIFURCATE IT. A NEW PROGRAM,
9 RIGHT. SO THE 5.7 IS SOMEWHERE? YOU'RE REVIEWING IT.

10

11 **C.A.O. JANSSEN:** NO, IT'S NOT ANYWHERE. IT'S NOT IN THE BUDGET,
12 NO. THE 2-1/2 MILLION IS IN THE BUDGET, THE 5.7 IS NOT.

13

14 **SUP. BURKE:** YOU KNOW, OUR STAFF SAYS THAT THE BUNGALOWS HAVE
15 BEEN NEEDED TO REPLACE FOR SEVEN YEARS SO...

16

17 **C.A.O. JANSSEN:** THEN THEY'RE JUST RIGHT AT THE RIGHT TIME
18 BECAUSE, IN THE EIGHTH YEAR, WE REPLACE EVERYTHING.

19

20 **SUP. BURKE:** SO, AS YOU'RE REVIEWING THE REST OF THE MONEY FOR
21 THE PROJECT, REMEMBER, IT'S BEEN SEVEN YEARS. I JUST WANT TO
22 GO TO ONE THING ON PAGE 6 ON THE ADULT PROTECTIVE SERVICES
23 POSITIONS AND THAT'S A NEW PILOT PROGRAM. HOW MANY POSITIONS
24 ARE GOING TO BE ALLOCATED TO THAT PROGRAM?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** THIS DOESN'T SHOW ANY POSITIONS.

2

3 **SUP. BURKE:** OKAY.

4

5 **C.A.O. JANSSEN:** I DON'T KNOW IF CYNTHIA IS HERE. DEBBIE, HOW
6 ARE THEY PROPOSING TO DO THE WORK? AND DOES NOT THE STATE
7 HAVE-- THE STATE ALSO IS PROVIDING, AT LEAST IN CONFERENCE
8 COMMITTEE, THEY'RE PROVIDING ADDITIONAL MONEY, AS WELL. BUT
9 IT'S FOR...

10

11 **SUP. BURKE:** I THOUGHT IT WAS FOR POSITIONS.

12

13 **C.A.O. JANSSEN:** ...A DIFFERENT AGE GROUP. WHY ARE THERE NO
14 POSITIONS ON...?

15

16 **SUP. BURKE:** WELL, AS THOSE NEW POSITIONS COME IN FROM THE
17 STATE, WOULD YOU CONSIDER PUTTING THEM NOT ONLY IN CONSUMER
18 AFFAIRS BUT ALSO IN THE SENIOR SERVICES? AND I GUESS THE ISSUE
19 IS YOU HAVE THOSE TWO PROGRAMS THAT ARE WORKING AND YOU'RE
20 LOOKING AT CONSOLIDATING THEM?

21

22 **C.A.O. JANSSEN:** RIGHT. WE WILL REPORT BACK TO YOU ON THAT,
23 YES, BEFORE WE DO ANYTHING ON BOTH OF THEM.

24

25 **SUP. BURKE:** ALL RIGHT, GREAT.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **C.A.O. JANSSEN:** AND ON THE PROGRAM AND THEN THE PROPER
3 LOCATION AND THEN WHERE THE MONEY'S ALLOCATED IN.

4

5 **SUP. BURKE:** AND ALSO THE ALLOCATION OF THE STATE FUNDS WHEN
6 THEY COME IN, YES?

7

8 **C.A.O. JANSSEN:** THE MILLION 5 WAS TO COVER THE FEDERAL
9 DISALLOWANCE. THAT'S TO KEEP THE PROGRAM WHERE IT IS, RIGHT.

10

11 **SUP. BURKE:** AND THEN THE STATE MONEY WILL COME IN.

12

13 **C.A.O. JANSSEN:** THE STATE MONEY WILL BE ADDITIONAL. WE'LL HAVE
14 TO COME BACK TO YOU WITH THAT.

15

16 **SUP. BURKE:** OKAY. ALL RIGHT. I HAVE NO OTHER QUESTIONS.

17

18 **C.A.O. JANSSEN:** AND WE WILL.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** NO OTHER QUESTIONS. ANY OTHER
21 QUESTIONS? YES. IF NOT, IS THERE AN ACTION REQUIRED HERE ON 6?

22

23 **C.A.O. JANSSEN:** YES. YOU HAVE TO APPROVE IT. YOU HAVE TO ADOPT
24 THE CHANGES AND THEN AUTHORIZE THE FUNDING AGREEMENT.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. ANTONOVICH MOVES.

2

3 **SUP. ANTONOVICH:** VOTE "NO" ON THE 1.7 MILLION FOR GOVERNANCE
4 STRUCTURE AND "NO" ON THE \$500,000 FOR THE NEEDLE EXCHANGE
5 PROGRAM.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MS. MOLINA MOVES, I
8 WILL SECOND. WITH THOSE NOTED "NO" VOTES BY MR. ANTONOVICH,
9 WITH THE EXCEPTION OF THOSE "NO" VOTES THAT HE SHOULD BE
10 RECORDED ON AS "NO" VOTES, THE REST OF THEM WILL BE UNANIMOUS
11 VOTES.

12

13 **C.A.O. JANSSEN:** THANK YOU. ALL RIGHT. ITEM NUMBER 7, THE BOARD
14 OF SUPERVISORS REVISIONS, ADDITIONS, CHANGES TO THE BUDGET AS
15 PROPOSED. SO THIS IS YOUR ITEM.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** NUMBER 11?

18

19 **C.A.O. JANSSEN:** WE'RE AT NUMBER 7. THESE ARE FOR BOARD MOTIONS
20 FOR ADJUSTMENTS TO THE BUDGET.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. ANTONOVICH, DO YOU WANT TO
23 START?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** YEAH. I WOULD LIKE TO-- THE ISSUE OF ILLEGAL
2 FOOD VENDORS IS A COUNTYWIDE PROBLEM, AFFECTING OUR 88 CITIES
3 AND 134 UNINCORPORATED COMMUNITIES. THE DEPARTMENT OF PUBLIC
4 HEALTH HAS THE RESPONSIBILITY TO ENFORCE AND INVESTIGATE
5 CALIFORNIA HEALTH AND SAFETY CODES IN ALL MOBILE FOOD VEHICLES
6 IN THE COUNTY, INCLUDING ILLEGAL FOOD VENDORS. RECENT STUDIES
7 HAVE SHOWN THAT NEGATIVE IMPLICATIONS MAY BE CREATED BY
8 CITIZENS CONSUMING FOOD PREPARED UNDER UNSANITARY CONDITIONS
9 OR UNSAFE FOOD PRACTICES. MANY OF THE VENDORS HAVE LACKED THE
10 APPROPRIATE HEALTH PERMITS AND DO NOT PRACTICE ADEQUATE
11 HYGIENE WHEN PREPARING THE FOOD, INCLUDING-- AND FRUIT. THOUGH
12 ILLEGAL FOOD VENDOR SWEEPS ARE CONDUCTED, LIMITED RESOURCES
13 AND LACK OF STAFFING HAVE HINDERED THE AMOUNT NECESSARY TO
14 CURB THIS THREAT. SO I'D MOVE THAT THE BOARD DIRECT THE C.A.O.
15 TO TRANSFER \$80,000 FROM THE PROVISIONAL FUNDING USES BUDGET
16 TO PUBLIC HEALTH FOR INCREASE ILLEGAL VENDOR SWEEPS ON
17 EVENINGS AND WEEKENDS THROUGHOUT THE ANTELOPE VALLEY AND
18 \$90,000 FROM THE PROVISIONAL FINANCE USE BUDGET TO PUBLIC
19 HEALTH FOR A VEHICLE TO TRANSPORT ILLEGAL VENDING CARTS.

20
21 **SUP. BURKE:** I'LL SECOND THAT.

22
23 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. THERE'S A MOTION AND A
24 SECOND. IS THERE ANY DISCUSSION? WITHOUT OBJECTION, UNANIMOUS
25 VOTE.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** THEN L.A. COUNTY HAS THE HIGHEST
3 CONCENTRATION OF SENIORS IN OUR STATE. THE COMMUNITY SERVICES
4 DEPARTMENT CURRENT NUTRITION PROGRAM IS DESIGNED TO PROVIDE
5 ONE MEAL PER DAY FOR SENIORS 60 AND OLDER IN LA. COUNTY. THERE
6 ARE CURRENTLY TWO NUTRITION PROGRAMS AND THESE PROVIDE ABOUT
7 2.1 MILLION MEALS PER YEAR. THE COUNTY PROVIDES ABOUT 1.3
8 MILLION CONGREGATE MEALS ARE SERVED ANNUALLY AT ROUGHLY 110
9 SITES. THE COUNTY PROVIDES ABOUT 800,000 HOME DELIVERS TO 130
10 ROUTES THROUGHOUT THE COUNTY. ACCORDING TO A SURVEY CONDUCTED
11 IN APRIL, THE COUNTY HAS APPROXIMATELY 600 SENIORS ON A
12 WAITING LIST OF FEDERAL AND STATE FUNDING FOR THE MEALS THAT
13 BASICALLY REMAIN AT THE SAME LEVEL. THE COSTS HAVE INCREASED.
14 SO I'D MOVE THAT THE BOARD DIRECT THE C.A.O. TO REPORT BACK IN
15 60 DAYS TO DEVELOP A PLAN TO ADDRESS THE SENIOR MEAL PROGRAM
16 ON A COUNTYWIDE BASIS, WORKING WITH FEDERAL STATE ADVOCATES TO
17 PROVIDE COSTS OF DOING BUSINESS ADJUSTMENTS THAT ELIMINATE THE
18 WAITING LIST.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** I'LL SECOND IT. IS THERE ANY
21 DISCUSSION? IF NOT, WITHOUT OBJECTION, UNANIMOUS VOTE.

22

23 **SUP. ANTONOVICH:** WILLIAM S. HART, WHO WAS THE SILENT SCENE
24 ACTOR AT THE BEGINNING OF THE CENTURY IN THE 1920S
25 COMMISSIONED ARTHUR KELLY TO BUILD HIM A MANSION IN NEWHALL.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WHEN HE DIED, HE LEFT THE HOME AND SURROUNDING LAND TO THE
2 COUNTY TO BE OPERATED AND MAINTAINED AS A PUBLIC PARK AND
3 MUSEUM. THE 260-ACRE ESTATES ARE OPERATED BY THE COUNTY
4 DEPARTMENT OF PARKS AND RECREATION. HART'S MANSION IS OPERATED
5 AS A MUSEUM BY THE L.A. COUNTY MUSEUM OF NATURAL HISTORY. THE
6 MUSEUM HAS AN IMPRESSIVE COLLECTION OF WESTERN THEME ART, IT
7 HOLDS OIL PAINTINGS, WATER COLORS, INK DRAWINGS AND BRONZE
8 SCULPTURES DONE BY CHARLES RUSSELL, JOE D. YOUNG, CHARLES
9 KRISTADORRO AND FREDERICK REMINGTON. ALONG WITH THIS, THE
10 MUSEUM CONTAINS COUNTLESS MOVIE PROPS FROM THE 1920S AND
11 AUTHENTIC NATIVE INDIAN ARTIFACTS. OVER THE YEARS, THOUGH, THE
12 MANSION AND ITS COLLECTIONS HAVE DETERIORATED. I WOULD MOVE
13 THAT THE BOARD ALLOCATE \$200,000 TO THE MUSEUM OF NATURAL
14 HISTORY TO BE USED FOR COLLECTION AND CONSERVATION PROJECTS. 1
15 MILLION TO THE EXTRAORDINARY MAINTENANCE BUDGET OF THE
16 DEPARTMENT OF PARKS AND RECREATION TO COVER DEFERRED
17 MAINTENANCE PROJECTS AT THE WEYMOUTH HART MUSEUM FROM THE
18 FIFTH DISTRICT VARIOUS CAPITAL PROJECTS ACCOUNTS.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SECONDED BY MS. BURKE.
21 IS THERE ANY DISCUSSION? WITHOUT OBJECTION, UNANIMOUS VOTE.

22

23 **C.A.O. JANSSEN:** THIS MUSEUM IS REALLY A TREASURE FOR THE
24 COUNTY. I DON'T KNOW HOW MANY PEOPLE ACTUALLY KNOW THAT IT
25 EXISTS BUT IT'S JUST A WONDERFUL MUSEUM, JUST WONDERFUL.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** OH, YEAH, THE REMINGTON AND OTHER ART WORKS

3 THAT ARE THERE. LAST ONE IS, OFTENTIMES, COUNTY RESIDENTS

4 APPROACH THE BOARD WITH COMPLAINTS ABOUT THE DEPARTMENT OF

5 CHILDREN AND FAMILY SERVICES, WHICH SHOULD HAVE BEEN RAISED

6 DURING DEPENDENCY COURT HEARINGS AND WHICH MAY HAVE INFLUENCED

7 THE COURT'S DECISION IN A PARTICULAR CASE. ALTHOUGH THE BOARD

8 DOES HOLD THE DEPARTMENT ACCOUNTABLE FOR FAILURE TO

9 APPROPRIATELY APPLY CHILD WELFARE LAWS AND CASE MANAGEMENT,

10 THE BOARD DOES NOT INTERVENE IN THE RECOMMENDATIONS TO

11 DEPENDENCY COURT, DOES NOT DIRECT THE DEPARTMENT TO MAKE A

12 PARTICULAR DECISION IN ANY INDIVIDUAL CASE AND CANNOT CHANGE

13 COURT ORDERS YET THE NEED REMAINS TO ENSURE GREATER

14 ACCOUNTABILITY TO COUNTY RESIDENTS WHO APPEAL TO THE BOARD. IN

15 AUGUST 2002, OUR BOARD UNANIMOUSLY ADOPTED A MOTION THAT

16 DIRECTED THE DEPARTMENT TO EXAMINE A NEW MECHANISM TO ACHIEVE

17 AN OBJECTIVE REVIEW OF CITIZEN COMPLAINTS CONCERNING THE

18 COUNTY'S HANDLING OF CHILD ABUSE AND NEGLECTED CASES. THIS

19 INCLUDED THE POSSIBILITY OF RESTRUCTURING THE CHILDREN'S GROUP

20 HOME OMBUDSMAN'S OFFICE, WHICH IS LOCATED WITHIN THE OFFICE OF

21 THE AUDITOR CONTROLLER AND TAKES COMPLAINTS FROM YOUTH IN

22 GROUP HOMES. THE RESTRUCTURED OMBUDSMAN OFFICE WAS TO INCLUDE

23 AT LEAST ONE IN EACH DISTRICT THEIR SERVICE PLANNING AREA WHO

24 WOULD REVIEW THESE MATTERS AND RESPOND TO THE FAMILIES IN A

25 TIMELY, RESPECTFUL, UNBIASED MANNER. IN 2002, THE DEPARTMENT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CREATED A CENTRALIZED OFFICE OF THE OMBUDSMAN UTILIZING
2 EXISTING DEPARTMENT'S PERSONNEL. IN 2005, THE DEPARTMENT
3 REDIRECTED THOSE PERSONNEL TO PERFORMING OTHER DUTIES WITHIN
4 THE DEPARTMENT AND, TODAY, THE COUNTY DOES NOT HAVE AN OFFICE
5 OF THE CHILDREN'S SERVICE OMBUDSMAN THAT IS ADMINISTRATIVELY
6 SEPARATED FROM STAFF PROVIDING SERVICES TO FAMILIES TO REVIEW
7 CITIZEN COMPLAINTS, MAKE RECOMMENDATIONS FOR LEGISLATIVE OR
8 SYSTEMATIC CHANGE SPECIFICALLY SEPARATING OUT AND
9 COLLABORATING WITH DEPENDENCY COURT ON IMPROVING THOSE
10 CIRCUMSTANCES IMPACTED BY THE QUALITY OF LEGAL REPRESENTATION.
11 I MOVE THAT THE BOARD DIRECT THE C.A.O. TO, IN CONSULTATION
12 WITH THE COUNTY COUNCIL, REPORT BACK IN 30 DAYS ON THE
13 FEASIBILITY OF ESTABLISHING AN INDEPENDENT OFFICE OF THE
14 CHILDREN'S SERVICES OMBUDSMAN WITH A CLEAR CHAIN OF COMMAND
15 UTILIZING EXISTING QUALIFIED STAFF WITHIN THE DEPARTMENTS OF
16 CHILDREN AND FAMILY SERVICES AND THE AUDITOR CONTROLLER.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SECONDED BY MS. MOLINA,
19 WITHOUT OBJECTION. UNANIMOUS VOTE.

20

21 **SUP. ANTONOVICH:** THANK YOU.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** I'LL PASS OUT A MOTION. SUPERVISOR ANTONOVICH
2 INTRODUCED A MOTION ON THE CONGREGATE MEALS AND ALSO HOME-
3 DELIVERED MEALS ASKING THE C.A.O. TO COME BACK WITH ACTUALLY A
4 PLAN FOR MAKING THESE AVAILABLE TO ALL OF THE PEOPLE ON THE
5 WAITING LIST. I HAVE A MOTION THAT IS A LITTLE BIT DIFFERENT
6 THAT, IN THE EVENT THE COUNTY DOES NOT PICK UP THE COST ON
7 THOSE MEALS, I WOULD MOVE-- AND I'LL GIVE THE EXACT AMOUNT--
8 THAT WE ELIMINATE THE WAITING LIST FOR CONGREGATE MEALS
9 PROGRAM AND ALLOCATE FROM MY DISCRETIONARY \$68,859 AND
10 ELIMINATE WAITING LISTS FOR HOME DELIVERED MEALS IN THE AMOUNT
11 OF \$132,000 OR A TOTAL AMOUNT OF 591 WHICH IS A TOTAL-- I'M
12 SORRY, THE TOTAL IS \$201,450 TO ELIMINATE THE WAITING LIST,
13 EVEN THOUGH I REALLY WOULD HOPE THAT THE COUNTY PICKS THIS UP.
14 BUT, IN THE EVENT THEY DO NOT UNDER MR. ANTONOVICH'S MOTION, I
15 WOULD SO MOVE. THAT'S A VERY BAD POLICY WHAT I'M DOING,
16 THOUGH. I HAVE NO INTENTION OF TAKING EVERYBODY OFF THE HOOK
17 ON THIS BUT IT'S A FALLBACK POSITION. SO I'LL MOVE.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND BY MR. ANTONOVICH. WITHOUT
20 OBJECTION. UNANIMOUS VOTE.

21

22 **SUP. BURKE:** I HAVE ANOTHER MOTION. GIVEN THE GROWING DEMAND ON
23 LAW ENFORCEMENT PERSONNEL, THE USE OF TECHNOLOGY HAS BECOME
24 MORE IMPORTANT THAN EVER IN ORDER TO EFFECTIVELY COMBAT CRIME
25 THROUGHOUT L.A. COUNTY. AN ESSENTIAL TOOL IN THE WAR AGAINST



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CRIME IS EXPANDED USE OF VIDEO SURVEILLANCE EQUIPMENT TO
2 IDENTIFY AND PROSECUTE CRIMINALS. SPECIFICALLY, THE SHERIFF'S
3 DEPARTMENT IS IMPLEMENTING THE AUTOMATIC SURVEILLANCE AND
4 PROTECTION ASAP PROGRAM, WHICH INCLUDES VIDEO SURVEILLANCE,
5 GUNSHOT DETECTION AND AUTOMATED VEHICLE LICENSE RECOGNITION
6 TECHNOLOGY. WHILE THESE SYSTEMS ARE LARGELY AUTOMATED, THE
7 ADDITIONAL AND FULL FUNDING OF ONE ADDITIONAL PERSONNEL
8 POSITION AT THE SHERIFF'S DEPARTMENT IS ESSENTIAL IN ORDER TO
9 ENSURE THEIR ADEQUATE MAINTENANCE AND CONTINUED EFFECTIVENESS.
10 I THEREFORE MOVE TO DIRECT THE CHIEF ADMINISTRATIVE OFFICER TO
11 TRANSFER \$160,000 IN ONGOING FUNDING FROM THE PROVISIONAL
12 FINANCE USES ACCOUNT P.F.U. TO THE SHERIFF'S DEPARTMENT TO
13 FUND ONE INFORMATIONAL SYSTEMS MANAGER, ONE PERSONNEL POSITION
14 FOR PURPOSE OF MAINTAINING THE ASEP PROGRAM. I FURTHER MOVE
15 THAT THE BOARD DIRECT THE C.A.O. TO WORK IN CONCERT WITH THE
16 SHERIFF TO JOINTLY REPORT BACK PRIOR TO SEPTEMBER'S
17 SUPPLEMENTAL BUDGET CHANGES ANY PROGRESS MADE IN FILLING THIS
18 POSITION.

19
20 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE A SECOND? MR. KNABE
21 SECONDS. WITHOUT OBJECTION, UNANIMOUS VOTE.

22
23 **SUP. BURKE:** I WILL NOW PASS OUT FAMILY PLACE PROGRAMS
24 EXPANSION IN THREE LIBRARIES, 40,000 PER LIBRARY. FAMILY PLACE
25 LIBRARIES CREATE OPPORTUNITIES FOR PROMOTING LITERACY AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FOSTERING DEVELOPMENTAL SKILLS FOR OUR YOUNGEST POPULATION.
2 FAMILY PLACE CENTERS PROVIDE A WELCOME SPACE FOR BABIES,
3 TODDLERS AND PARENTS TO ACCESS RESOURCES AND MATERIALS THAT
4 EMPHASIZE READING READINESS AND PARENT EDUCATION, AS WELL AS
5 DEVELOPMENTALLY APPROPRIATE PROGRAMMING, WITH EXPERTS IN THE
6 FIELD OF CHILD HEALTH AND DEVELOPMENT. FAMILY PLACE HAS
7 SUCCESSFULLY DEMONSTRATED THAT GOOD HEALTH, EARLY LEARNING,
8 PARENT INVOLVEMENT AND SUPPORTIVE COMMUNITIES PLAY A CRITICAL
9 ROLE IN YOUNG CHILDREN'S GROWTH AND DEVELOPMENT. I THEREFORE
10 MOVE THAT THE BOARD OF SUPERVISORS DIRECT THE C.A.O. TO
11 TRANSFER 120,000 FROM THE PROVISIONAL FINANCING USES P.F.U.
12 BUDGET TO THE PUBLIC LIBRARY DEPARTMENT BUDGET FOR EXPANSION
13 OF THE FAMILY PLACE PROGRAM AT THE COMPTON, CULVER CITY AND
14 LAWNGDALE LIBRARIES. I FURTHER MOVE THAT THE BOARD DIRECT THE
15 C.A.O. AND LIBRARIAN TO JOINTLY REPORT, PRIOR TO SUPPLEMENTAL
16 BUDGET CHANGES IN SEPTEMBER 2007, WITH THE STATUS OF THE
17 PROGRESS MADE TOWARDS SUCH EXPANSION.

18
19 **SUP. YAROSLAVSKY, CHAIRMAN:** SECONDED BY MR. ANTONOVICH.
20 WITHOUT OBJECTION, UNANIMOUS VOTE.

21
22 **SUP. BURKE:** FINALLY, I HAVE ONE OTHER MOTION ON STUDENT
23 WORKER.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S GOING TO BE AN AMENDMENT TO
2 MINE, I THINK.

3

4 **SUP. BURKE:** YEAH. OKAY. YOU'RE GOING TO DO THAT, RIGHT?

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** YES. I'LL DO IT NEXT.

7

8 **SUP. BURKE:** OKAY. I SUPPORT YOUR MOTION AND YOU WILL INTRODUCE
9 THAT SEPARATELY. ON THE SUMMER JOBS PROGRAM, I'D LIKE TO
10 AMEND-- I GUESS HAS SUPERVISOR KNABE...

11

12 **SUP. KNABE:** I'M NOT DONE WITH MY MOTION YET.

13

14 **SUP. BURKE:** I'LL WAIT UNTIL YOU INTRODUCE THAT AND THEN I'LL
15 INTRODUCE THE SUPPLEMENT TO THAT. AND, FINALLY, THE LEGAL
16 ADVOCACY COMMUNITY HAS LONG BEEN REQUESTING ADEQUATE
17 HEALTHCARE INTERPRETERS AT D.H.S. FACILITIES. THIS APPEARS TO
18 BE HEADING TO A SIMILAR COLLISION AS THE CIVIL RIGHTS
19 COMPLAINT AND SETTLEMENT UNDER THE OLD WRIGHT PROGRAM. COST IS
20 MINIMAL, AT 500,000, GIVEN THE COUNTY'S POTENTIAL LEGAL
21 LIABILITY. I THEREFORE MOVE TO INSTRUCT C.A.O. AND D.H.S. TO
22 IDENTIFY A POTENTIAL FUNDING SOURCE FOR THE FUNDING OF
23 EXISTING HEALTHCARE INTERPRETER POSITIONS AT A LEVEL THAT WILL
24 ADEQUATELY SERVE THE NEEDS OF THE COUNTY L.A. POPULATION AND
25 PRESENT A RECOMMENDATION OF AN APPROPRIATE FUNDING LEVEL AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PROGRAM IMPLEMENTATION IN TIME FOR CONSIDERATION OF ANY
2 2007/2008 SUPPLEMENTAL BUDGET CHANGES IN SEPTEMBER.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** SECONDED BY KNABE.

5

6 **SUP. BURKE:** AND SO I'LL COME BACK AFTER SUPERVISOR KNABE AND
7 AFTER YOU HAVE INTRODUCED YOUR MOTIONS. ACTUALLY, I'M GOING TO
8 JOIN IN YOUR MOTION.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YES, THAT'S TRUE. OKAY. UNANIMOUS
11 VOTE ON YOUR PREVIOUS MOTION. SECONDED BY MR. KNABE. LET ME
12 READ THESE QUICKLY. EARLIER THIS MONTH, STANDARD AND POORS
13 RATING SERVICES RAISED ITS RATING ON LOS ANGELES COUNTY LEASE
14 DEBT AND PENSION OBLIGATION BONDS TO A-PLUS, A RAISE FROM ITS
15 PREVIOUS RATING OF A AND ASSIGNED US A.A. MINUS ISSUE OR
16 CREDIT RATING TO THE COUNTY. ACCORDING TO THE STANDARD AND
17 POORS REPORT, AND I'LL QUOTE FROM IT, "THE UPGRADE REFLECTS
18 THE COUNTY'S IMPROVED LONG-TERM GENERAL CREDIT WORTHINESS. THE
19 OUTLOOK IS STABLE, REFLECTING A STRONG ECONOMY, LOW DEBT AND
20 GOOD FUND BALANCES, WHICH HAVE SHOWN GRADUAL GROWTH OVER THE
21 LAST SEVERAL YEARS." OVER THE PAST DECADE, THE BOARD OF
22 SUPERVISORS HAS EXERCISED FISCAL RESTRAINT AND RESPONSIBILITY
23 AND THESE IMPROVED RATINGS ARE CLEAR EVIDENCE OF THAT. STILL,
24 THERE'S ROOM FOR IMPROVEMENT AND ONE OF THE MOST SIGNIFICANT
25 AREAS OF POTENTIAL LIABILITY IS RETIREE HEALTH. WHILE THE



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1 COUNTY'S PENSION SYSTEM IS LARGELY FUNDED, THE SAME IS NOT THE
2 CASE FOR THE RETIREE MEDICAL, DENTAL, VISION AND LIFE
3 INSURANCE, ALSO KNOWN AS OTHER POST EMPLOYEE BENEFITS OR
4 O.P.E.B. HISTORICALLY, THE COUNTY HAS PAID FOR BENEFITS
5 COVERING EMPLOYEES IN THE LACERA PENSION PLAN ON A PAY AS YOU
6 GO BASIS, PAYING FOR BENEFITS ACCRUED IN THE PAST FOR
7 EMPLOYEES AS THEY RETIRE. AS A RESULT, ACCORDING TO THE MAY
8 2007 ACTUARIAL REPORT CONDUCTED BY MILLIMAN CONSULTANTS AND
9 ACTUARIES, LOS ANGELES COUNTY HAS AN ACCRUED LIABILITY IN THE
10 RANGE OF \$12.3 BILLION TO \$13 BILLION. WHILE THE BOARD OF
11 SUPERVISORS RECENTLY BEGAN TO SET ASIDE A SMALL AMOUNT OF
12 FUNDS FOR-- A RELATIVELY SMALL AMOUNT OF FUNDS FOR RETIREE
13 HEALTH, THERE IS NO FISCAL POLICY IN PLACE TO PRE-FUND THE
14 O.P.E.B. BENEFITS. PREFUNDING INVOLVES PAYING FOR BENEFITS FOR
15 CURRENT EMPLOYEES AS THEY ARE EARNED IN ADDITION TO AN ANNUAL
16 AMOUNT NECESSARY TO PAY OFF ANY PAST UNFUNDED LIABILITY OVER A
17 GIVEN NUMBER OF YEARS. PREFUNDING RETIREE HEALTH WOULD ALLOW
18 THE INVESTMENT RETURN ON MONEY SET ASIDE TO PAY FOR A MAJOR
19 PORTION OF FUTURE COSTS. FURTHERMORE, CONTINUING TO OPERATE ON
20 A PAY AS YOU GO BASIS WOULD ONLY COMPOUND THE PROBLEM, MAKING
21 IT MORE DIFFICULT TO ADDRESS IN THE FUTURE, ESPECIALLY GIVEN
22 HIGH RATES OF HEALTHCARE INFLATION. EARLY ATTENTION MAY ALLOW
23 THE COUNTY TO AVOID SERIOUS FUTURE FINANCIAL PROBLEMS. TO
24 BEGIN ADDRESSING THESE FUTURE LIABILITIES, THE BOARD HAS
25 ESTABLISHED A COMMITTEE COMPRISED OF THE CHIEF ADMINISTRATIVE



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1 OFFICE, TREASURE AND TAX COLLECTOR, AUDITOR-CONTROLLER, THE
2 SERVICE EMPLOYEES INTERNATIONAL UNION AND THE COALITION OF
3 COUNTY UNIONS TO DEVELOP AND MAKE JOINT LABOR MANAGEMENT
4 ADVISORY RECOMMENDATIONS TO MITIGATE AND CONTROL FUTURE
5 RETIREE HEALTH COSTS. WE THEREFORE MOVE, MR. KNABE IS JOINING
6 ME ON THIS, I APOLOGIZE FOR NOT SAYING THAT AT THE OUTSET, WE
7 THEREFORE MOVE THAT THE BOARD OF SUPERVISORS INSTRUCT THE
8 CHIEF ADMINISTRATIVE OFFICER TO REVIEW THE COMMITTEE'S
9 RECOMMENDATION AND PREPARE AN ANALYSIS AND REPORT TO THE BOARD
10 OF SUPERVISORS FOR REVIEW AND CONSIDERATION DURING FISCAL YEAR
11 2007/2008 SUPPLEMENTAL BUDGET DISCUSSIONS IN SEPTEMBER OF THIS
12 YEAR. SECONDED BY MR. KNABE. IS THERE ANY DISCUSSION OR
13 OBJECTION? IF NO OBJECTION, UNANIMOUS VOTE. SECONDLY, THIS IS
14 A JOINT MOTION BY ME AND SUPERVISOR BURKE AND I'M GOING TO CUT
15 OUT THE PREAMBLE IN THE INTEREST OF TIME AND READ THE RESOLVE
16 PART. WE THEREFORE MOVE-- THIS DEALS WITH THE RISE IN
17 METHAMPHETAMINE USE AMONG DRUG USERS IN THE COUNTY OF LOS
18 ANGELES. WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS
19 INSTRUCT THE CHIEF ADMINISTRATIVE OFFICER AND THE DEPARTMENT
20 OF PUBLIC HEALTH TO IDENTIFY POTENTIAL FUND-- A POTENTIAL
21 FUNDING SOURCE FOR IMPLEMENTATION OF A METH PREVENTION
22 INTERVENTION AND TREATMENT PROGRAM FOR THE TARGET POPULATIONS
23 AS OUTLINED IN THE APRIL 10TH, 2007 REPORT THAT WAS DONE BY
24 THE DEPARTMENT OF-- I BELIEVE THE DEPARTMENT OF PUBLIC HEALTH.
25 THE PROPOSED PROGRAM SHOULD CONSIDER HIGH-RISK POPULATIONS,



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1 SUCH AS YOUNG ADULT FEMALES, AND EXPLORE EARLY INTERVENTION
2 AND PREVENTION STRATEGIES THAT INCLUDE BUT ARE NOT LIMITED TO
3 SCHOOL-BASED OUTREACH INTERVENTION. THE DEPARTMENT SHOULD ALSO
4 CONSIDER THE ALLOCATION OF ADDITIONAL OUTREACH FUNDS FOR
5 DIFFICULT TO REACH OR UNDERSERVED POPULATIONS, INCLUDING YOUNG
6 ADULTS. THE DEPARTMENT SHOULD PRESENT THEIR RECOMMENDATIONS
7 FOR A PROPOSED PROGRAM AND APPROPRIATE FUNDING LEVEL IN TIME
8 FOR CONSIDERATION FOR THE FISCAL YEAR 2007/2008 SUPPLEMENTAL
9 BUDGET IN SEPTEMBER. SECONDED BY MS. BURKE. WITHOUT OBJECTION,
10 UNANIMOUS VOTE. ON NOVEMBER 3RD, 2004, THE BOARD OF
11 SUPERVISORS ESTABLISHED THE EDUCATION COORDINATING COUNCIL TO
12 IMPROVE EDUCATIONAL OUTCOMES FOR YOUTH IN THE FOSTER CARE AND
13 JUVENILE JUSTICE SYSTEMS, ALLOCATING FUNDS TO ASSIST THE
14 E.C.C. IN THE DEVELOPMENT OF A BLUEPRINT PLAN. BY FEBRUARY
15 2006, THE E.C.C. COMPLETED AND THE BOARD APPROVED THE LANDMARK
16 PLAN, EXPECTING MORE, A BLUEPRINT FOR RAISING THE EDUCATIONAL
17 ACHIEVEMENT OF FOSTER AND PROBATION YOUTH. OVER THE PAST YEAR,
18 THE E.C.C. HAS MADE SIGNIFICANT PROGRESS TO ACHIEVE THE
19 BLUEPRINT'S 12 RECOMMENDATIONS. AS A RESULT, IN JUNE OF 2006,
20 THE BOARD ALLOCATED AN ADDITIONAL \$185,000 FOR THREE EARLY
21 CHILDHOOD EDUCATION AND YOUTH DEVELOPMENT CONSULTANTS TO
22 CONTINUE THE IMPLEMENTATION OF THE PLAN. AT THAT TIME, E.C.C.
23 ALSO MADE A COMMITMENT TO SEEK OUTSIDE FUNDING SOURCES. SINCE
24 THEN, THE E.C.C. HAS MADE GOOD ON THEIR PROMISE, APPLYING FOR
25 A 450,000-DOLLAR GRANT FROM THE KEK FOUNDATION AND A \$200,000



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1 GRANT FROM THE WEINGART FOUNDATION. BOTH FOUNDATIONS ARE
2 REQUESTING A SIGNIFICANT PUBLIC SECTOR INVESTMENT AND, TO
3 DATE, THE CHILDREN AND FAMILY SERVICES AND PROBATION
4 DEPARTMENT HAVE EACH AGREED TO ALLOCATE \$50,000 TOWARD THIS
5 IMPORTANT EFFORT FOR FISCAL YEAR 2007/2008. TO DEMONSTRATE OUR
6 CONTINUED COMMITMENT TO THIS PUBLIC/PRIVATE PARTNERSHIP, THE
7 BOARD OF SUPERVISORS SHOULD CONSIDER PROVIDING A FINAL
8 ALLOCATION IN THE AMOUNT OF \$100,000 TO HELP SECURE THESE TWO
9 GRANTS. IF AWARDED, THE PUBLIC AND PRIVATE GRANTS TOGETHER
10 WOULD FULLY FUND E.C.C.'S REMAINING EFFORTS TO COMPLETE
11 IMPLEMENTATION OF THE BLUEPRINT PLAN OVER THE NEXT TWO YEARS.
12 I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS DIRECT THE
13 C.A.O. TO IDENTIFY OPTIONS FOR PROVIDING THE \$100,000 NEEDED
14 TO LEVERAGE PRIVATE FUNDING SOURCES NECESSARY FOR E.C.C. TO
15 COMPLETE IMPLEMENTATION OF THE BLUEPRINT PLAN AND REPORT BACK
16 ON THE FUNDING OPTIONS IN TIME FOR CONSIDERATION DURING THE
17 2007/2008 FISCAL YEAR SUPPLEMENTAL BUDGET IN SEPTEMBER.
18 SECONDED BY MR. ANTONOVICH. WITHOUT OBJECTION, UNANIMOUS VOTE.
19 THE LAST MOTION I HAVE IS ON DEFERRED MAINTENANCE PROGRAM AND
20 ENERGY SAVINGS. ON JANUARY 16TH, 2007, THE BOARD OF
21 SUPERVISORS APPROVED A COUNTYWIDE ENERGY AND ENVIRONMENTAL
22 POLICY ESTABLISHING, AMONG OTHER THINGS, THE GOAL OF REDUCING
23 ENERGY CONSUMPTION IN COUNTY BUILDINGS BY 20% BY 2015. TO MEET
24 THIS GOAL, THE INTERNAL SERVICES DEPARTMENT ADMINISTERS
25 PROGRAMS TO DESERVE ELECTRICITY AND NATURAL GAS BY OPTIMIZING



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1 BUILDING SYSTEMS AND IMPLEMENTING ENERGY EFFICIENCY PROJECTS.
2 I.S.D. IS ALSO RESPONSIBLE FOR PROVIDING ROUTINE BUILDING
3 MAINTENANCE FOR MANY OF THE COUNTY'S BUILDINGS AND FOR
4 DEVELOPING A DEFERRED MAINTENANCE LIST OF THE BUILDING
5 MAINTENANCE, REPAIR AND SYSTEM UPGRADE PROJECTS THAT ARE
6 POSTPONED OR DEFERRED UNTIL FUNDING BECOMES AVAILABLE. FOR
7 THESE BUILDINGS, A DEFERRED MAINTENANCE LISTING OF REPAIR
8 PROJECTS IS PREPARED ANNUALLY. CURRENTLY, THE LIST INCLUDES
9 PROJECTS VALUED AT MORE THAN \$180 MILLION. IN 2001, I.S.D.
10 DEVELOPED A METHODOLOGY FOR PRIORITIZING THE LIST OF DEFERRED
11 MAINTENANCE PROJECTS CALL THE DEFERRED MAINTENANCE PRIORITIZER
12 OR THE D.M.P. I GUESS THAT COULD ALSO BE CALLED DUMP. THE
13 D.M.P. PROVIDES THE DEPARTMENT WITH AN OBJECTIVE AND
14 CONSISTENT APPROACH TO ADDRESSING THE COUNTY BACKLOG OF
15 MAINTENANCE PROJECTS. THE D.M.P. TAKES INTO CONSIDERATION
16 CRITERIA SUCH AS LIFE EXPECTANCY OF THE EQUIPMENT, PREDICTED
17 TIME FOR EQUIPMENT FAILURE, EFFECTIVE EQUIPMENT FAILURE, TIME
18 REQUIRED TO REPAIR EQUIPMENT. A FACTOR THAT IS CURRENTLY NOT
19 CONSIDERED WHEN PRIORITIZING THE DEFERRED MAINTENANCE LIST IS
20 THE REDUCTION OF ENERGY CONSUMPTION AND THE SAVINGS GENERATE
21 AS A RESULT OF THE REPAIR OR SYSTEM UPGRADE. INCLUDING SUCH
22 CRITERIA WILL SUPPORT THE BOARD'S RECENTLY APPROVED COUNTYWIDE
23 ENERGY AND ENVIRONMENTAL POLICY IN OUR GOAL OF REDUCING ENERGY
24 CONSUMPTION. WE THEREFORE MOVE THAT THE INTERNAL SERVICES
25 DEPARTMENT INCORPORATE AN ENERGY CONSUMPTION AND SAVINGS



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1 FACTOR INTO THE CRITERIA FOR PRIORITIZING THE DEFERRED
2 MAINTENANCE LIST AND WE FURTHER MOVE THAT THE CRITERIA BE
3 CONSISTENT WITH THOSE ESTABLISHED BY THE LEADERSHIP IN ENERGY
4 AND ENVIRONMENTAL DESIGN, OTHERWISE KNOWN AS L.E.E.D. PROGRAM,
5 FOR OBTAINING L.E.E.D. CERTIFICATION FOR EXISTING BUILDINGS.
6 THIS IS JOINTLY PRESENTED BY MR. ANTONOVICH AND MYSELF.
7 WITHOUT OBJECTION, SO ORDERED. THOSE ARE ALL THE MOTIONS I
8 HAVE. MS. MOLINA?

9

10 **SUP. MOLINA:** I HAVE ONE MOTION WITH REGARD TO CAPITAL PROJECTS
11 AND DEFERRED-- AND THE MAINTENANCE. THERE ARE CURRENTLY 5,147
12 COUNTY OWNED FACILITIES IN WHICH THE COUNTY PAID OVER 4.7
13 BILLION TO ACQUIRE, CONSTRUCT. THE COUNTY HAS SET ASIDE
14 FUNDING IN THE BUDGET FOR 406 ADDITIONAL CAPITAL PROJECTS THAT
15 ARE VALUED AT 3.6 BILLION. WHILE THE COUNTY CONTINUES TO BUILD
16 NEW FACILITIES, THERE DOES NOT APPEAR TO BE ANY FUNDING PLAN
17 FOR THE LONG-TERM MAINTENANCE NEEDS OF THE FACILITIES THAT ARE
18 BEING CONSTRUCTED. THE CURRENT SYSTEM OF BUILDING MAINTENANCE
19 IS ONE OF PROPRIETORSHIP. INDIVIDUAL DEPARTMENTS ARE
20 RESPONSIBLE FOR MAINTAINING AND OPERATING THE BUILDINGS THAT
21 THEY OCCUPY. WHILE THIS MAY WORK FOR SOME OF THE DEPARTMENTS,
22 IT DOESN'T WORK FOR SOME OF THE OTHERS. AS AN EXAMPLE, THE
23 INTERNAL SERVICES DEPARTMENT MAINTAINS A NUMBER OF COUNTY
24 FACILITIES, APPROXIMATELY 600, FOR WHICH THE DEFERRED
25 MAINTENANCE IS ESTIMATED AT AROUND 200 MILLION. THIS ONLY



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1 REPRESENTS A FRACTION OF THE FACILITIES THAT THE COUNTY OWNS
2 AND IT IS UNCLEAR WHAT THE MAINTENANCE NEED OF COUNTY
3 FACILITIES TRULY IS. I THEREFORE MOVE THAT THE BOARD OF
4 SUPERVISORS DIRECT THE C.E.O. TO, NUMBER 1, DEVELOP A LONG
5 TERM PLAN FOR FUNDING THE DEFERRED MAINTENANCE LIST BASED ON
6 PRIORITY NEED AND REPORT TO THE BOARD IN 60 DAYS. AND, TWO, TO
7 EVALUATE THE CURRENT SYSTEM OF BUILDING MAINTENANCE AND REPORT
8 BACK TO THE BOARD WITH RECOMMENDATIONS ON HOW TO IMPROVE THE
9 SYSTEM. AND, FINALLY, TO PROVIDE AN ANNUAL STATUS REPORT
10 CONCURRENT WITH THE PROPOSED BUDGET OF ALL MAJOR CAPITAL
11 PROJECTS CURRENTLY FUNDED BY THE BOARD, INCLUDING THE ORIGINAL
12 BUDGET, WHEN THE PROJECT WAS AUTHORIZED, THE CURRENT BUDGET,
13 THE SOURCE OF THE FUNDS, THE COMPLETION DATE AND OTHER
14 RELEVANT CRITERIA TO EFFECTIVELY TRACK EACH PROJECT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SECONDED BY MRS. BURKE. ANY
17 DISCUSSION? HEARING NO DISCUSSION, WITHOUT OBJECTION,
18 UNANIMOUS VOTE. MR. KNABE?

19

20 **SUP. KNABE:** YES, MR. CHAIRMAN, THANK YOU. SEVERAL MOTIONS.
21 FIRST IS A JOINT MOTION BY MYSELF AND YOU IN REGARDS TO THE
22 YOUTH JOBS PROGRAM. I UNDERSTAND THAT SUPERVISOR BURKE IS
23 GOING TO AMEND THAT, AS WELL. BUT, AS WAS MENTIONED EARLIER IN
24 THE BUDGET REPORT, LAST YEAR, THIS BOARD APPROVED THE ONE-TIME
25 USE OF NET COUNTY COSTS IN THE AMOUNT OF 6.5 MILLION TO FUND



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1 THE YOUTH JOBS PROGRAM. ORIGINALLY, THIS WAS FUND BY THE
2 FEDERAL JOB TRAINING PARTNERSHIP ACT AND THE SUMMER YOUTH
3 EMPLOYMENT AND TRAINING PROGRAM HAS BEEN FUNDED BY CALWORKS
4 PERFORMANCE INCENTIVE FUNDS UP UNTIL THE FUNDING SOURCE ENDED.
5 THIS SUMMER EMPLOYMENT FOR THE YOUTH CONTINUES TO BE A
6 CHALLENGE IN THIS COUNTY AND IT GOES ON IN A NUMBER OF
7 DIFFERENT WAYS BUT WE THEREFORE MOVE THAT THE BOARD OF
8 SUPERVISORS APPROVE THE ALLOCATION OF FUNDS IN THE AMOUNT OF
9 \$6,500,000 TO PREVIOUSLY FUNDED AND CONTRACTED JOBS SERVICE
10 PROVIDERS. WE FURTHER MOVE THAT THE DIRECTOR OF COMMUNITY AND
11 SENIOR SERVICES OR DESIGNEE BE GIVEN THE DELEGATED AUTHORITY
12 TO ENTER INTO CONTRACTS WITH APPROPRIATE YOUTH JOB PROVIDERS,
13 INCLUDING SEVEN WORKFORCE INVESTMENT BOARDS, TO SUSTAIN THE
14 YOUTH JOBS PROGRAM DURING THE SUMMER OF 2007 AFTER THE C.A.O.
15 AND COUNTY COUNCIL APPROVE THE CONTRACT FORM. AND I WOULD MOVE
16 THAT.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SECONDED BY MYSELF,
19 WITHOUT OBJECTION, UNANIMOUS VOTE.

20

21 **SUP. KNABE:** I ALSO-- COME BACK?

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU WANT TO AMEND THAT? BEFORE
24 WE VOTE ON IT, THEN, LET'S AMEND-- MS. BURKE.

25



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1 **SUP. BURKE:** LAST YEAR, NEARLY 800,000 OF THE 6.5 MILLION WHICH
2 THE BOARD ALLOCATED FOR SUMMER YOUTH JOBS WENT UNSPENT. THIS
3 YEAR, WE'RE AGAIN BACKFILLING A HISTORICALLY FEDERAL PROGRAM
4 AND WE ARE RISKING THAT SOME OF THESE FUNDS WILL NOT REACH THE
5 INTENDED YOUTH BECAUSE MANY SCHOOLS HAVE ALREADY RECESSED FOR
6 SUMMER VACATION. I THEREFORE MOVE THAT THE BOARD OF
7 SUPERVISORS DIRECT THE CHIEF ADMINISTRATIVE OFFICER AND
8 DIRECTOR OF THE DEPARTMENT OF COMMUNITY AND SENIOR SERVICES TO
9 MAKE THE FULL ALLOCATION OF THE 6.5 MILLION FOR THE SUMMER
10 YOUTH JOBS PROGRAM AVAILABLE TO ALL ELIGIBLE PARTICIPANTS
11 THROUGH JUNE 30TH, 2008.

12

13 **SUP. KNABE:** YOU'RE AMENDING THE MOTION TO DO THAT? I'D MOVE IT
14 AS AMENDED.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SECONDED BY MR. KNABE. THE
17 AMENDMENT-- WITHOUT OBJECTION, THE AMENDMENT IS APPROVED. NOW
18 WE HAVE THE ITEM AS AMENDED. KNABE MOVES, I'LL SECOND, WITHOUT
19 OBJECTION, UNANIMOUS VOTE.

20

21 **SUP. KNABE:** THANK YOU. ALSO, THE GATEWAY CITIES COUNCIL OF
22 GOVERNMENTS, THE COG, IS COMPOSED OF 27 MEMBER CITIES ACROSS
23 THE SOUTHEAST LOS ANGELES COUNTY, SPANNING THREE SUPERVISORIAL
24 DISTRICTS, ENCOMPASSING A COMBINED POPULATION OF OVER 2
25 MILLION. THE GATEWAY COG HAS TAKEN UP THE COMPLEX ISSUE OF



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1 HOMELESSNESS AND CONDUCTED A THOROUGH REVIEW OF THE ISSUES AND
2 HOW IT IMPACTS THEIR CITIES IN THE SOUTHWEST REGION OF THE
3 COUNTY. I BELIEVE THAT AN ASPECT OF ANY SOLUTION TO THIS
4 PROGRAM WILL REQUIRE NOTHING LESS THAN THE FULL SUPPORT OF THE
5 CITIES AND COMMUNITIES ACROSS THE COUNTY. WE HAVE THIS
6 SIGNIFICANT BODY OF LOCAL GOVERNMENTS HAVE COME TOGETHER AND
7 COME FORWARD TO WORK IN PARTNERSHIP WITH US. SO THE GATEWAY
8 COG IS COMMITTED TO DEVELOPING A COMPREHENSIVE REGIONAL PLAN
9 TO ADDRESS HOMELESSNESS ISSUES IN THEIR REGION. THEY INDICATED
10 THEIR COMMITMENT TO THIS ISSUE IN A LETTER TO THE BOARD OF
11 SUPERVISORS DATED AUGUST 2ND OF 2006 AND THE C.A.O. RESPONDED
12 TO THEM ON APRIL 2ND OF 2007, INFORMING THEM OF HIS INTENT TO
13 RECOMMEND THAT 1.2 MILLION IN ANNUAL FUNDING BE AVAILABLE TO
14 THE GATEWAY COG. SO I WOULD MOVE THAT THIS BOARD INSTRUCT THE
15 C.A.O. TO MOVE 1.2 MILLION FROM THE CENTRAL HOMELESS
16 PREVENTION FUND TO A P.F.U. ACCOUNT FOR THE GATEWAY COG AS
17 FOLLOWS, AN AMOUNT NOT TO EXCEED \$150,000 WILL BE SET ASIDE ON
18 A ONE TIME BASIS TO RETAIN A CONSULTANT TO WORK WITH THE
19 GATEWAY COG FOR THEIR HOMELESS SERVICES STRATEGY. AND, UPON
20 SUBMISSION AND APPROVAL OF THE STRATEGY, AN AMOUNT NOT TO
21 EXCEED 1.2 MILLION PER YEAR TO FUND THE CAPITAL AND SERVICE
22 ACTIVITIES IDENTIFIED WITHIN THAT STRATEGY. THAT'S MY MOTION.
23
24 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE A SECOND TO THIS? MS.
25 MOLINA SECONDS? AND THIS IS FUNDED OUT OF THE-- INCLUDING THE



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1 ONGOING? THE SECOND PART. UPON SUBMISSION AND SUBMISSION OF
2 THE STRATEGY, AN AMOUNT NOT TO EXCEED 1.2 MILLION PER YEAR?

3

4 **SUP. KNABE:** THIS IS THE HOMELESS STABILIZATION.

5

6 **C.A.O. JANSSEN:** IT'S A STABILIZATION FUND. SO, YES, IT IS
7 IDENTIFIED AS ONGOING.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SO IT'S COMING OUT OF THE ONGOING
10 PORTION OF THE FUND?

11

12 **C.A.O. JANSSEN:** OF THE STABILIZATION. REMEMBER, WE PROPOSED
13 FIVE CENTERS.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** I DO REMEMBER.

16

17 **C.A.O. JANSSEN:** THIS WOULD BE ONE OF THEM AND THEY ARE TO BE
18 COMMENDED FOR WHAT THEY'RE DOING HERE, STEPPING UP TO THE
19 PLATE.

20

21 **SUP. KNABE:** ABSOLUTELY.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** I TOTALLY, TOTALLY AGREE. I JUST
24 WANTED TO MAKE SURE I KNEW WHERE IT WAS COMING. OKAY. ANY
25 FURTHER DISCUSSION? WITHOUT OBJECTION, UNANIMOUS VOTE.



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1

SUP. KNABE: THE LOS ANGELES COUNTY CHILD SUPPORT SERVICES DEPARTMENT GOES TO GREAT LENGTHS TO PURSUE COLLECTION OF CHILD SUPPORT PAYMENTS ON BEHALF OF FAMILIES IN NEED. THERE ARE APPROXIMATELY 2,000 PARENTS WHO FALL UNDER THIS CATEGORY AND THEY OWE SOME \$2.5 MILLION IN CHILD SUPPORT PAYMENTS. FAR TOO MANY FAMILIES ARE STRUGGLING TO PAY THEIR BILLS BECAUSE THESE INDIVIDUALS CHOOSE TO EVADE OR IGNORE THEIR RESPONSIBILITIES. ON APRIL 4TH, ON MY MOTION, THE BOARD ORDERED C.S.S.D. TO INITIATE A PARTNERSHIP WITH THE DISTRICT ATTORNEY TO DEVELOP A PLAN TO INCREASE ENFORCEMENT AGAINST PARENTS WHO ARE THE MOST DELINQUENT IN THEIR CHILD SUPPORT PAYMENTS. SO I THEREFORE MOVE THAT THE C.E.O. REPORT BACK, DURING THE SEPTEMBER SUPPLEMENTAL BUDGET, WITH A PLAN TO FUND \$500,000 FOR THE CHILD SUPPORT SERVICES DEPARTMENT FOR THE PURPOSE OF FUNDING A COLLABORATIVE EFFORT WITH THE DISTRICT ATTORNEY TO INCREASE ENFORCEMENT AGAINST PARENTS WHO ARE THE MOST DELINQUENT IN THEIR CHILD SUPPORT PAYMENTS.

19

SUP. YAROSLAVSKY, CHAIRMAN: SECONDED BY MS. MOLINA. WITHOUT OBJECTION, UNANIMOUS VOTE.

22

SUP. KNABE: MY FINAL MOTION. ON ANY GIVEN NIGHT, AS WE KNOW, THERE ARE A SIGNIFICANT NUMBER OF VETERANS WHO ARE LIVING ON THE STREETS. THE 2005 HOMELESS COUNT IN LOS ANGELES COUNTY



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1 ESTIMATED THE NUMBER TO BE OVER 15,000 AND THERE IS EVERY
2 INDICATION THAT NUMBER IS LIKELY TO GROW MUCH HIGHER IN 2007.
3 LACK OF ACCESS TO SERVICES AND HOUSING, SERIOUS MENTAL HEALTH
4 ISSUES, POOR STRATEGIC PLANNING AND A NUMBER OF OTHER
5 BUREAUCRATIC RED TAPE STAND IN THE WAY BETWEEN THESE HONORABLE
6 MEN AND WOMEN AND THEIR HEALTH AND WELLBEING. WE ALL KNOW TOO
7 WELL THE DOCUMENTED FAILURES OF THE SERVICE SYSTEM SET IN
8 PLACE TO ASSIST VETERANS. WHILE IT IS MY BELIEF THAT IT IS
9 ULTIMATELY THE RESPONSIBILITY OF THE FEDERAL GOVERNMENT TO
10 ADDRESS THOSE PROBLEMS, WE CANNOT STAND BY AND WAIT FOR
11 SOLUTIONS TO EMERGE FROM WASHINGTON. I BELIEVE THAT THE
12 IMPETUS TO TAKE ACTION THEN SHOULD COME FROM THE LOCAL LEVEL.
13 OUR BOARD HAS MADE A FINANCIAL COMMITMENT TO ADDRESS THE
14 HOMELESS PROBLEM HERE IN LOS ANGELES COUNTY AND THE NEED TO
15 BETTER SERVE HOMELESS VETERANS THAT HAS BEEN RAISED FROM TIME
16 AND TIME AGAIN. THE CITY OF LONG BEACH HAS A VERY HIGHLY
17 EFFECTIVE CONTINUUM OF CARE IN PLACE TO ADDRESS THE HOMELESS
18 PROBLEM AND IT IS BELIEVED THAT UP TO 14 PERCENT OF THE TOTAL
19 NUMBER OF HOMELESS VETERANS IN LOS ANGELES COUNTY CAN BE FOUND
20 IN THE LONG BEACH AREA. INSTITUTING A PROGRAM SPECIFICALLY
21 DESIGNED FOR THESE HOMELESS VETERANS AND THEIR SPECIAL NEEDS
22 WILL BE AN EFFECTIVE MEANS NOT ONLY TO ADDRESS THEIR SERIOUS
23 HOMELESS PROBLEM BUT ALSO TO HONOR THESE MEN AND WOMEN FOR
24 THEIR MILITARY SERVICE BY MAKING SURE THEY DON'T FALL THROUGH
25 THE CRACKS. SO I WOULD MOVE THAT THE C.E.O. WORK IN



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1 COORDINATION WITH THE CITY OF LONG BEACH TO DEVELOP A
2 COMPREHENSIVE SERVICE PACKAGE TO IMPROVE AND ENHANCE
3 SPECIALIZED SERVICES FOR HOMELESS VETERANS IN THE LONG BEACH
4 AREA AND REPORT BACK WITH A PLAN IN 90 DAYS. I FURTHER MOVE
5 THAT THE C.E.O. MOVE \$500,000 FROM THE FOURTH DISTRICT
6 ALLOCATION OF ONGOING STABILIZATION CENTER FUNDS FROM THE
7 HOMELESS PREVENTION FUND TO A P.F.U. FOR HOMELESS VETERANS TO
8 SUPPORT THE SERVICE ENHANCEMENTS IDENTIFIED IN THE PLAN.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** SECONDED BY MS. MOLINA, WITHOUT
11 OBJECTION, UNANIMOUS VOTE.

12

13 **SUP. KNABE:** THAT'S ALL I HAVE.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE?

16

17 **SUP. BURKE:** YES. BUT, FIRST, I'D LIKE TO CLARIFY THE
18 REPLACEMENT, THE MEALS, THE CONGREGATE MEALS AND ALSO THE HOME
19 DELIVERED MEALS. I WANT TO SAY AGAIN THAT I'D LIKE TO HOLD MY
20 MOTION UNTIL WE GET A CHANCE FOR THE C.A.O. TO TAKE CARE OF
21 THIS ISSUE. SO I'LL HOLD THIS IN ABEYANCE TO GIVE AN
22 OPPORTUNITY FOR THIS TO BE RESOLVED.

23

24 **SUP. ANTONOVICH:** MOVE FOR RECONSIDERATION.

25



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1 **SUP. BURKE:** I'LL MOVE THAT...

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND BY-- MS. BURKE MOVES FOR
4 RECONSIDERATION. MR. ANTONOVICH SECONDS. WITHOUT OBJECTION,
5 THE MATTER IS RECONSIDERED AND IT'S REFERRED BACK TO MS.
6 BURKE'S OFFICE.

7

8 **SUP. BURKE:** ALL RIGHT. THEN I WOULD LIKE TO RAISE THE ISSUE OF
9 THE WORKER SHORTAGE, AND PARTICULARLY AS FAR AS STUDENT
10 WORKERS. A STUDENT WORKER PROGRAM HAS BEEN VERY SUCCESSFUL IN
11 THE COUNTY OVER THE YEARS AND WE HAVE TO TRY TO DEVELOP MORE
12 WORKERS WHO COME THROUGH AND CAREER COUNTY EMPLOYEES. AND
13 WE'VE BEEN VERY SUCCESSFUL WITH DEPARTMENT-SPECIFIC FUNDS,
14 SUCH AS THE CAREER DEVELOPMENT INTERN PROGRAM, WHICH PLACES
15 CHILDREN WHO HAVE MATRICULATED THROUGH THE FOSTER CARE INTO
16 COUNTY POSITIONS AND PROVIDES RESOURCES AND SUPPORT. I PROPOSE
17 DEVELOPMENT OF AN INTEGRATED COUNTYWIDE SYSTEM FOR MANAGING
18 THIS WORKFORCE. I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS
19 DIRECT THE C.A.O. TO TRANSFER 150,000 IN ONGOING FUNDING FROM
20 THE PROVISIONAL FINANCE USES P.F.U. BUDGET TO THE DEPARTMENT
21 OF HUMAN RESOURCES, D.H.R. BUDGET, TO FULLY FUND A NEW STUDENT
22 WORKER COORDINATOR PERSONNEL POSITION AND ANY ESSENTIAL
23 SUPPORT STAFF ANCILLARY EXPENSES. I FURTHER MOVE THIS BOARD
24 DIRECT THE C.A.O. AND DIRECTOR OF D.H.R. TO REPORT BACK PRIOR
25 TO SUPPLEMENTAL BUDGET CHANGES IN SEPTEMBER 2007 WITH THE



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1 STATUS OF THEIR PROGRESS IN CREATING AND IMPLEMENTING SUCH A
2 POSITION.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SECONDED BY MR.
5 ANTONOVICH. WITHOUT OBJECTION, UNANIMOUS VOTE. MS. MOLINA?

6

7 **SUP. MOLINA:** I HAVE SOME QUESTIONS WITH REGARD-- AND I THINK
8 THIS IS THE RIGHT TIME ON THE CHILDREN SERVICES BUDGET.

9

10 **C.A.O. JANSSEN:** I BELIEVE TRISH IS HERE.

11

12 **PATRICIA PLOEHN:** GOOD MORNING.

13

14 **SUP. MOLINA:** GOOD MORNING. WELL, NO, WE'RE PAST MORNING, I
15 GUESS. IT IS MY UNDERSTANDING THAT WE ARE GOING TO BE
16 APPROVING THE IMPLEMENTATION PLAN FOR THE TITLE 4-E WAIVER AT
17 THE JUNE 26TH MEETING, CORRECT?

18

19 **PATRICIA PLOEHN:** THAT'S CORRECT.

20

21 **SUP. MOLINA:** AND RIGHT NOW WHAT WE'RE DOING IS WE'RE BUDGETING
22 FOR IT. SO IT'S INCLUDED IN THIS ITEM, AS I UNDERSTAND. AND MY
23 QUESTION IS, IS I KNOW WE HAVEN'T HAD A CHANCE TO SEE IT AND
24 IT'S THE IMPLEMENTATION BUT MY QUESTION IS, ARE YOU ALREADY



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1 ANTICIPATING HOW WE'RE GOING TO BUDGET FOR THIS AND THE
2 SAVINGS THAT ARE THERE? AND HOW ARE YOU GOING TO DO THAT?

3

4 **PATRICIA PLOEHN:** YES. THE BUDGET THAT YOU HAVE IN FRONT OF YOU
5 TAKES INTO CONSIDERATION THAT WE ARE ASSUMING APPROVAL OF THIS
6 WAIVER PLAN. IF IT WASN'T APPROVED, THERE WOULD BE ADDITIONAL
7 MONEY NEEDED IN THE BUDGET BUT WE ARE-- THE ONE THAT YOU HAVE
8 IN FRONT OF YOU TAKES INTO CONSIDERATION THAT THE WAIVER MONEY
9 WILL COVER THE SALARY AND EMPLOYEE BENEFIT INCREASES FOR
10 STAFF, AS WELL AS FOR THE SISTER AGENCIES THAT HAVE CONTRACTS
11 WITH OUR DEPARTMENT.

12

13 **SUP. MOLINA:** BUT IT ALSO HAS SAVINGS THAT ARE IDENTIFIED.

14

15 **PATRICIA PLOEHN:** UNDER THE WAIVER, THAT'S CORRECT. THERE IS
16 UNDER THE-- WITH THE NEW FORMULA THAT WE HAVE, WE ARE LOOKING
17 AT APPROXIMATELY \$4.2 MILLION OF SAVINGS ANNUALLY OVER THE
18 NEXT FIVE YEARS.

19

20 **SUP. MOLINA:** WHAT IF WE DON'T REALIZE THOSE SAVINGS?

21

22 **PATRICIA PLOEHN:** THEN WHAT WE WOULD DO IS WE WOULD HAVE TO
23 EITHER NOT IMPLEMENT THE STRATEGIES THAT WE ARE PLANNING TO
24 IMPLEMENT USING THOSE WAIVER SAVINGS AND/OR WE WOULD HAVE TO
25 CUT BACK ON THOSE THAT WE HAD ALREADY IMPLEMENTED.



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1

2 **SUP. MOLINA:** I GUESS THAT'S THE ISSUE I HAVE IS THAT WE'RE
3 BUDGETING FOR SOMETHING AND WE REALLY DON'T KNOW THAT WE'RE
4 GOING TO BE ABLE TO ACHIEVE IT AND THE ONLY OUTCOME IS GOING
5 TO BE THAT WE'RE GOING TO CUT BACK ON SERVICES. I HOPE THAT'S
6 NOT WHERE WE'RE GOING. THAT, IF WE NEED TO SUPPLEMENT IT, THAT
7 WE'RE PREPARED TO DO SO. HOW DO WE HANDLE THAT?

8

9 **C.A.O. JANSSEN:** I MEAN-- IF I UNDERSTOOD THE QUESTION
10 CORRECTLY, SUPERVISOR, IS WHAT HAPPENS IF THE WAIVER SAVINGS
11 DO NOT OCCUR? NUMBER ONE. AND THAT IS A POSSIBILITY AS WE ARE
12 SEEING IN SACRAMENTO RIGHT NOW WITH THE BUDGET CONFERENCE
13 COMMITTEE EATING-- ERODING THE ANTICIPATED SAVINGS BY ACTIONS
14 THAT THEY'RE TAKING. TWO THINGS. ONE, THE COUNTY DOES HAVE THE
15 ABILITY TO OPT OUT OF THE WAIVER WITH A 45 DAY NOTICE. AND,
16 SECONDLY, THE COUNTY COULD AUGMENT OR COVER THE LOSS OF THE
17 NEW PROGRAMS. AND WHAT I ASKED TRISH IS, WHAT WOULD THE
18 GENERAL FUND HAVE TO BE PAYING IF WE WEREN'T DOING THE WAIVER?
19 AND THE ANSWER IS SOMETHING OVER \$6 MILLION. SO I THINK THE
20 COUNTY SHOULD BE PREPARED, AT SOME POINT, TO STEP UP TO THE
21 PLATE IF THE PROGRAMS ARE MAKING A DIFFERENCE. THE WHOLE IDEA
22 OF THE WAIVER IS OBVIOUSLY TO GIVE US THE FLEXIBILITY TO TRY
23 PROGRAMS THAT KEEP PEOPLE OUT OF OUR SYSTEM. IF THAT IS
24 WORKING, THEN THAT'S A PRETTY STRONG MOTIVATION TO CONTINUE TO
25 FUND THE PROGRAM.



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1

2 **SUP. MOLINA:** I'M ALL IN FAVOR OF THE WAIVER. IT'S HOW IT'S
3 GOING TO OPERATE. HOW IT'S GOING TO BE IMPLEMENTED. THERE'S A
4 A LOT OF WHAT IFS BUT I GUESS THE QUESTION, AND SHE RESPONDED,
5 WHAT IF WE DON'T REALIZE THE SAVINGS? THEN WE'LL CUT BACK ON
6 SERVICES. I'D RATHER NOT DO THAT. I'D RATHER HAVE A
7 PRESENTATION IN WHICH I KNOW WE'RE GOING TO-- AND I HAVEN'T
8 REVIEWED THE ENTIRE IMPLEMENTATION PLAN BUT I GUESS I'M MORE
9 INTERESTED IN, IF IT'S NOT WORKING, WHY IT'S NOT WORKING BUT I
10 DON'T WANT TO CUT BACK ON THE SERVICES AND, IF WE NEED TO DO
11 THAT, WE NEED TO FIND A WAY BECAUSE THESE ARE VERY ESSENTIAL
12 SERVICES FOR CHILDREN AND I'M JUST-- I'M CONCERNED AS TO HOW
13 WE'RE GOING TO HANDLE IT. BUT I HOPE, WITHOUT HAVING TO PUT IN
14 A MOTION, BECAUSE IT'S NOT COMING BEFORE US UNTIL THE 26TH,
15 THAT WE'RE GOING TO HAVE AT LEAST, FROM MY POINT OF VIEW, THE
16 DEPARTMENT, IT HAS TO BE PRESENTED TO US INSTEAD OF LOOKING AT
17 CUTTING BACK SERVICES BECAUSE THIS DOES PROVIDE INCREASES,
18 PARTICULARLY TO GROUP AND FOSTER CARE HOMES, AS WELL, AND
19 SAVINGS. AND SO THOSE ARE ALL, AGAIN, WITH THE IDEA THAT WE'RE
20 GETTING THE KIND OF FLEXIBILITY THAT WE NEED IN ORDER TO
21 PROVIDE A MORE COORDINATED APPROACH TO PROVIDING THESE
22 SERVICES, CORRECT?

23

24 **PATRICIA PLOEHN:** THAT'S CORRECT.

25



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1 **SUP. MOLINA:** ALL RIGHT. AND I DO KNOW THAT I HAD ASKED
2 QUESTIONS AND WAS VERY CONCERNED ABOUT THE ASSESSMENTS THE
3 LAST TIME AROUND AND IT'S JUST GREAT THAT WE'VE MADE A HELL OF
4 A LOT OF PROGRESS FROM THE STANDPOINT THAT YOU WERE MUCH
5 FURTHER AHEAD IN CATCHING UP, ALTHOUGH NOT COMPLETELY BUT
6 THAT'S A VERY SHORT PERIOD OF TIME. YOU'VE DONE A VERY GOOD
7 JOB.

8

9 **PATRICIA PLOEHN:** THANK YOU VERY MUCH.

10

11 **SUP. MOLINA:** AND THEN, FINALLY, ON THE PART I WAS CRITICAL NOT
12 OF THE DEPARTMENT BUT ALSO OF DAVID JANSSEN IS THAT I ALWAYS
13 USED TO ASK, BECAUSE HE WAS VERY PROUD OF PRESENTING, I THINK
14 IT WAS ALMOST THREE YEARS AGO, THE DEPARTMENT PROGRAM SUMMARY
15 AND PERFORMANCE. IT WAS ALWAYS BLANK OR NOT APPLICABLE AND NOW
16 THEY'RE FILLED IN. NOW THE NEXT PART IS I DON'T UNDERSTAND
17 THEM BUT I'M GOING TO WORK ON THAT END OF IT BECAUSE THAT'S MY
18 RESPONSIBILITY. [LAUGHTER]

19

20 **SUP. MOLINA:** BUT I'M GLAD THAT THEY'RE THERE. THANK YOU.

21

22 **PATRICIA PLOEHN:** THANK YOU VERY MUCH.

23

24 **SUP. KNABE:** IF I COULD JUST ADD TO THAT, MR. CHAIRMAN. I MEAN,
25 OBVIOUSLY, I REMAIN CONCERNED, AS WELL, TOO. THE SAVINGS



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1 STARTED OUT, IT WAS 72 MILLION, THEN IT'S 60, AND NOW IT'S 20
2 AND THEN MAYBE THIS AND SO I ASSUME, IF WE STAY ON THE WAIVER,
3 THE ONLY WAY TO HANDLE THIS WOULD BE THROUGH NET COUNTY COSTS,
4 IS THAT CORRECT?

5

6 **PATRICIA PLOEHN:** THAT'D BE CORRECT.

7

8 **SUP. KNABE:** THANK YOU. NO, I MEAN-- ARE THERE ANY OTHER
9 POTENTIAL LOANING COSTS THAT REFLECT NET COUNTY COSTS FOR
10 FOSTER CARE THAT WE NEED TO BE AWARE OF?

11

12 **PATRICIA PLOEHN:** NONE THAT WE'RE AWARE OF. THE 5 PERCENT
13 INCREASE FOR GROUP HOMES IN FOSTER CARE IS CONTINGENT UPON THE
14 GOVERNOR'S SIGNATURE, WHICH WILL PROBABLY OCCUR WITHIN THE
15 NEXT FEW WEEKS. OTHER THAN THAT, I KNOW OF NOTHING ELSE THAT'S
16 LOOMING IN THE HORIZON.

17

18 **SUP. KNABE:** OKAY. THANK YOU.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. ANTONOVICH?

21

22 **SUP. ANTONOVICH:** THE 58 PERCENT DECLINE IN THE NUMBER OF
23 CHILDREN IN FOSTER CARE FROM 58,000 TO 20,000 IS COMMENDABLE
24 AND REALLY APPRECIATED BUT THERE WAS A GREATER DROP EARLIER
25 THAN THE RECENT TIME. WHAT CONTRIBUTED TO THAT DROP? AND



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1 SHOULD WE CONTINUE USING SOME OF THOSE ADMINISTRATIVE
2 PROCEDURES INSTEAD OF CHANGING?

3

4 **PATRICIA PLOEHN:** ACTUALLY, I THINK THAT THE POTENTIAL HAS
5 ALREADY BEEN EXPENDED ON THOSE STRATEGIES THAT WE WERE USING.
6 WE DROPPED FROM ABOUT 48,000 CHILDREN IN THE '90S TO 20,000
7 NOW. BUT I THINK IT WAS MORE OF A CULTURE CHANGE BY WHICH WE
8 STOPPED LOOKING AT THE ONLY OPTION TO PROVIDE SAFETY TO A
9 CHILD IS TO REMOVE THEM FROM THEIR HOME AND STARTED TO
10 UNDERSTAND THAT CHILDREN NEEDED FAMILIES AND THAT GROWING UP
11 IN FOSTER CARE WAS UNACCEPTABLE. SO IT WAS A COMPLETE CULTURAL
12 CHANGE. WHAT HAS RESULTED IS THAT THE CHILDREN THAT WERE OF
13 LESSER HIGH NEEDS ARE THE ONES THAT ARE NOW BEING SERVED IN
14 THEIR OWN HOMES OR OUT OF CARE AND THAT THE CHILDREN NOW THAT
15 ARE STILL IN CARE ARE THOSE WITH VERY HIGH NEEDS. AND THAT'S
16 WHY WE NEED THESE ADDITIONAL STRATEGIES THAT WE'VE DESIGNED TO
17 BE PAID FOR UNDER THE WAIVER TO ADDRESS THOSE CHILDREN WITH
18 THOSE DIFFERENT NEEDS AND THAT WILL ALLOW US TO CONTINUE TO
19 DECLINE THE POPULATION.

20

21 **SUP. ANTONOVICH:** RELATIVE TO THE DECISION TO STAY IN OR OPT
22 OUT OF THE WAIVER, IT HAS TO BE WAIVED OR CONSIDERED WHAT'S
23 BETTER FOR THE CHILD THAN THE EXPENDITURE ISSUE. THE QUESTION
24 IS, HOW FAR ALONG IS THE DEVELOPMENT OF THE WAIVER EVALUATION
25 COMPONENT, WHICH MEASURES THE FIRST YEAR OF THE WAIVER?



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1

2 **PATRICIA PLOEHN:** IT'S QUITE A WELL AWAY. WE HAVE GOT A MEETING
3 NEXT WEEK, I THINK IT IS, WITH CASEY FAMILY PROGRAMS AS WELL
4 AS THE STATE. BOTH CASEY AND THE STATE HAVE INDEPENDENT
5 INDIVIDUALS ALREADY ASSIGNED TO HELP US TRACK THIS WAIVER,
6 BOTH EXPENDITURES AS WELL AS OUTCOMES.

7

8 **SUP. ANTONOVICH:** AND ARE THERE ANY OTHER EVENTS WITH
9 WIDESPREAD IMPACTS SUCH AS THE K.D.A. SETTLEMENT THAT COULD
10 JEOPARDIZE THE FUTURE OF THE WAIVER?

11

12 **PATRICIA PLOEHN:** K.D.A. IS A REALITY AND IT IS COMING AND WE
13 DO HAVE-- WE ARE UNDER A SETTLEMENT AGREEMENT WITH THEM. BUT
14 THE BOTTOM LINE IS K.D.A. IS HERE WHETHER OR NOT WE ARE IN THE
15 WAIVER OR NOT IN THE WAIVER. WE ARE REQUIRED TO FILL 500 RAP
16 SLOTS BY NEXT YEAR OR TO INCREASE BY 500 RAP SLOTS AS WELL AS
17 DEVELOP 300 INTENSIVE FOSTER CARE SLOTS. THEY ARE COSTLY
18 ENDEAVORS AND WE HAD FULLY INTENDED, PRIOR TO THIS LAST HIT TO
19 OUR WAIVER SAVINGS, TO USE SOME OF THAT MONEY TO START
20 PURCHASING SOME OF THOSE RAP SLOTS. WE'VE HAD TO STEP BACK
21 FROM THAT BUT WE ARE IN THE PROCESS OF LOOKING AT A NUMBER OF
22 POSSIBLE STRATEGIES TO FUND THOSE NEW SLOTS.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** ANY OTHER QUESTIONS OF MS. PLOEHN?
25 ALL RIGHT, THANK YOU.



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1

2 **PATRICIA PLOEHN:** THANK YOU VERY MUCH.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ARE WE STILL ON ITEM 7?

5

6 **C.A.O. JANSSEN:** YES.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** CAN I JUST-- I DON'T WANT TO
9 RECONSIDER AT THIS POINT BUT I WANT TO GO BACK TO THE HOMELESS
10 MOTION BECAUSE I'M CONFUSED, NOT ABOUT THE PROJECT BUT IT'S
11 ABOUT HOW RESOURCES OF FUNDING. THERE ARE, IN THE COG MOTION,
12 SUPERVISOR KNABE'S MOTION ON THE 1.2 MILLION, IT READS, "THAT
13 THE BOARD INSTRUCT THE C.A.O. TO MOVE \$1.2 MILLION FROM THE
14 CENTRAL HOMELESS PREVENTION FUND TO PROVISION FUNDING USE
15 ACCOUNT FOR THE GATEWAY COG AS FOLLOWS..." AND THEN AS FOLLOWS
16 SAYS, "AN AMOUNT NOT TO EXCEED 150,000 WILL BE SET ASIDE ON A
17 ONE-TIME BASIS FOR A CONSULTANT." FINE. THEN IT SAYS, "UPON
18 SUBMISSION AND APPROVAL OF THE STRATEGY, AN AMOUNT NOT TO
19 EXCEED 1.2 MILLION PER YEAR TO FUND CAPITAL AND SERVICE
20 ACTIVITIES IDENTIFIED IN THE STRATEGY." (A) IT DOESN'T ADD UP
21 TO 1.2 MILLION. AND, (B) HOW DO YOU...

22

23 **SUP. KNABE:** THE 150,000 IS PART OF THE 1.2.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, BUT SECONDLY, HOW DO YOU
2 APPROPRIATE MONEY EVERY YEAR WHEN WE HAVE A ONE-YEAR BUDGET?
3 I'M NOT CLEAR ON THAT. THIRDLY, I WAS UNDER THE IMPRESSION
4 THAT-- I WASN'T UNDER THE IMPRESSION, I THINK IT'S UNDERSTOOD
5 THAT WE HAD-- WERE TRYING TO SEGMENT THE FUND AS FAR AS THE
6 CAPITAL FUND IN ONE IN EACH PART, IN EACH DISTRICT BUT-- AND
7 THIS ONE MAYBE COVERED TWO OR THREE DISTRICTS BUT-- TWO? OKAY.
8 BUT THIS DOESN'T, UNLIKE THE LONG BEACH MOTION, WHICH DOES
9 COME OUT OF THAT, THIS DOESN'T. SO, WHEN I COME BACK TO YOU
10 NEXT WEEK WITH MY SANTA MONICA STABILIZATION CENTER-- I DON'T
11 UNDERSTAND THIS. IT'S NOT WHAT I THOUGHT WAS HAPPENING.

12

13 **SUP. KNABE:** WELL, THE 7 MILLION THAT'S SET ASIDE FOR
14 STABILIZATION IS ONGOING.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, I DON'T THINK IT WAS ONGOING.
17 I THINK IT WAS FOR CAPITAL. THE MONEY THAT WAS SET ASIDE FOR
18 STABILIZATION, WELL, LARI, YOU...

19

20 **SUP. KNABE:** I THOUGHT IT WAS ONGOING.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** MAYBE THEY'RE-- NO, LET'S CLARIFY
23 IT.

24



**The Meeting Transcript of
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1 **LARI SHEEHAN:** MR. CHAIRMAN, MEMBERS OF THE BOARD, YOU DID
2 ALLOCATE ON A ONGOING BASIS, SUBJECT OBVIOUSLY TO BUDGET
3 CONSIDERATIONS, 7.125 FOR FIVE STABILIZATION CENTERS. THAT WAS
4 ALLOCATED PER DISTRICT AND IT'S THE WAY WE UNDERSTOOD IT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M SORRY, IT WAS ALLOCATED PER
7 DISTRICT.

8

9 **LARI SHEEHAN:** WE UNDERSTOOD IT THAT WE WERE RECOMMENDING THAT
10 THERE BE ONE PER DISTRICT. SO IT'S 1.425 PER DISTRICT. AND IN
11 THIS PARTICULAR...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT THAT WASN'T FOR ONGOING
14 EXPENSES. THAT WAS FOR CAPITAL.

15

16 **LARI SHEEHAN:** NO. IT'S AN ONGOING PROGRAM. IT WAS PART OF THE
17 19.4 SOMETHING OF ONGOING DOLLARS.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

20

21 **LARI SHEEHAN:** AND WHAT WE EXPLAINED TO YOU WHEN WE CAME
22 FORWARD IN APRIL OF LAST YEAR WAS THAT WE DIDN'T HAVE ANY
23 CAPITAL SPECIFICALLY THERE WITHOUT THE FIRST YEAR COULD
24 PROBABLY USE FOR CAPITAL AND THEN, AFTER THAT, IT WOULD BE FOR



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1 ONGOING SUPPORTIVE AND SERVICES IN RUNNING A FACILITY. AND THE
2 BUDGET WAS BUILT AROUND MOSTLY RUNNING A FACILITY.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** SO IS THIS CURRENT PROPOSED BUDGET
5 THAT WE ARE VOTING ON TODAY, DOES THAT INCLUDE YET ANOTHER
6 ROUND OF 7 PLUS MILLION DOLLARS?

7

8 **LARI SHEEHAN:** YES, IT DOES.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** AND HOW MUCH OF THE 7 MILLION IN
11 THE FIRST YEAR OF ONGOING FOR THE STABILIZATION CENTERS HAVE
12 WE SPENT, LEAVING THIS ONE ASIDE? ZERO, RIGHT?

13

14 **LARI SHEEHAN:** WE HAVE NOT SPENT-- ZERO IS THE CORRECT ANSWER.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SO YOU WILL NOW, ON THE FIRST OF
17 JULY, YOU WILL HAVE \$14-1/2 MILLION DOLLARS OR \$15 MILLION IN
18 THAT FUND?

19

20 **LARI SHEEHAN:** WELL, TECHNICALLY...

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** IN THAT ACCOUNT?

23

24 **LARI SHEEHAN:** ...WHAT MR. JANSSEN HAS DONE IS INDICATED THAT
25 WE WILL BE ABLE TO REPROGRAM THE 7.125 THAT WAS NOT SPENT IN



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1 THE LAST FISCAL YEAR. SO WE WILL BE COMING BACK TO YOUR BOARD
2 WITH REPROGRAMMING RECOMMENDATIONS BUT TREATING THAT MONEY AS
3 ONE-TIME MONEY.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** REPROGRAMMING IT FOR HOMELESS
6 RELATED?

7

8 **LARI SHEEHAN:** OTHER AREAS-- OTHER HOMELESS AREAS AS IT'S
9 RELATED FOR HOMELESS PROGRAMS.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT NOT NECESSARILY EXCLUSIVE OF
12 THE DEVELOPMENT OF A STABILIZATION CENTER, IF THAT SHOULD BE
13 AN OPPORTUNITY THAT PRESENTS ITSELF, CORRECT?

14

15 **LARI SHEEHAN:** YES, IT COULD BE OTHER THAN A STABILIZATION
16 CENTER, YES.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** NOW, WHAT ABOUT THE ONE-TIME
19 MONIES IN THE HOMELESS, OMNIBUS HOMELESS PACKAGE? HOW MUCH WAS
20 SET ASIDE ON A ONE- TIME BASIS?

21

22 **LARI SHEEHAN:** THERE WAS 80 MILLION IN TOTAL THERE.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** 80 MILLION TOTAL.

25



**The Meeting Transcript of
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1 **LARI SHEEHAN:** ONE-TIME DOLLARS. AND, TO THE EXTENT THAT WE
2 HAVE TWO ITEMS COMING, WE HAVE AN ITEM COMING-- TWO ITEMS
3 COMING IN NEXT WEEK TO SPEND THE 32 MILLION CITY COMMUNITY AND
4 R.F.P. PROCESS AND THE 20 MILLION REVOLVING LOAN FUND AND THEN
5 WE HAVE ANOTHER-- VARIOUS OTHER PROGRAMS WHICH HAVE BEEN
6 IMPLEMENTED OR IN VARYING DEGREES OF IMPLEMENTATION.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** SO HOW DID WE EXPECT, SAY, THE
9 CITY OF LOS ANGELES WANTED TO DO A STABILIZATION CENTER OR WAS
10 OPEN TO HAVING ONE SOMEWHERE IN ITS CITY, HOW-- WERE WE
11 EXPECTING THEM TO PAY FOR THE ACQUISITION OR CONSTRUCTION
12 COSTS AND WE WOULD PROVIDE ONGOING TO THIS EXTENT THAT WE HAD
13 THE MONEY SET ASIDE, ONGOING SERVICES IN THE CENTER?

14

15 **LARI SHEEHAN:** WHAT WE PLAN TO DO IS WE FELT THAT THE FIRST
16 YEAR OF COSTS COULD PROBABLY BE USED FOR CAPITAL AND THEN,
17 AFTER THE CAPITAL EXPENDITURE WAS COMPLETED, THEN THE DOLLARS
18 WOULD BE AVAILABLE FOR ONGOING SERVICES.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** MM HM. YEAH. YOU'RE NOT GOING TO
21 GET, IN SOME PARTS OF THE COUNTY-- I DON'T THINK MOST PARTS OF
22 THE COUNTY ANY MORE, YOU'RE NOT GOING TO GET MUCH FOR A
23 \$1,400,000 IN THE WAY OF A SITE. SO IT'S ALMOST LIKE A POISON
24 PILL.

25



**The Meeting Transcript of
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1 **LARI SHEEHAN:** IF YOU HAD TO START FROM AFRESH, THAT'S CORRECT.
2 IT WOULD NOT BE.

3

4 **SUP. KNABE:** BUT A LOT OF THESE-- PARTICULARLY, THAT'S WHY
5 WE'RE ENCOURAGING THEM TO COME TOGETHER, I MEAN, IN THIS
6 PARTICULAR PIECE HERE THAT I BROUGHT FORWARD, 20 SOME CITIES
7 ARE INVOLVED IN IT.

8

9 **LARI SHEEHAN:** AND THEY ARE TALKING ABOUT LEVERAGING AND THEY
10 WILL BE BRINGING SOME FUNDING IN.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** I THINK THE MODEL, THE COG IS--
13 USED DOWN THERE IS THE WAY IT SHOULD BE DONE. I JUST WANTED TO
14 UNDERSTAND HOW OUR END WAS HANDLING THIS. OKAY. YOU'VE
15 ANSWERED MOST OF MY QUESTIONS. ALL RIGHT. ANYTHING ELSE?

16

17 **C.A.O. JANSSEN:** I THINK THAT'S ALL ON MEMBER SERVICES.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** ON ITEM 7. DO WE NEED A MOTION?

20

21 **C.A.O. JANSSEN:** YOU TOOK THEM AS YOU WENT ALONG.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** WE TOOK THEM AS WE WENT ALONG SO
24 THAT WILL BE SUFFICIENT. OKAY.

25



**The Meeting Transcript of
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1 **C.A.O. JANSSEN:** OKAY. ITEM 8 IS A ROUTINE, I HOPE, COUNTY-WIDE
2 CLASSIFICATION ACTION TO IMPLEMENT THE FISCAL YEAR PROPOSED
3 BUDGET. I RECOMMEND THAT YOU APPROVE IT.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** HANG ON. THIS IS ITEM NUMBER 8.
6 I'M SORRY?

7

8 **C.A.O. JANSSEN:** 8 IS CLASSIFICATION ACTIONS TO IMPLEMENT THE
9 BUDGET POSITIONS INCLUDED IN THE PROPOSED BUDGET.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** I HAVE THE WRONG-- HANG ON A
12 SECOND, GUYS. I GOT TO SEE WHAT WE'RE DOING HERE. YEAH, OKAY.
13 MR. KNABE?

14

15 **SUP. KNABE:** I WOULD INTRODUCE AND WAIVE READING.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SECOND BY MS. MOLINA.
18 IS THERE ANY FURTHER DISCUSSION? WITHOUT OBJECTION, UNANIMOUS
19 VOTE.

20

21 **CLERK SACHI HAMAI:** BEFORE WE GO ON, I BELIEVE I'M SUPPOSED TO
22 READ THIS INTO THE RECORD.

23

24 **C.A.O. JANSSEN:** READ IT. OKAY.

25



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. BEFORE WE CAST THE
2 UNANIMOUS VOTE, YOU CAN READ IT INTO THE RECORD.

3

4 **CLERK SACHI HAMAI:** OKAY. THIS IS THE SHORT TITLE-- THIS IS A
5 ORDINANCE AMENDING TITLE 6, SALARIES, OF THE LOS ANGELES
6 COUNTY CODE RELATING TO THE ADDITION, DELETION, AND CHANGING
7 OF CERTAIN CLASSIFICATION AND MEMBER OF ORDINANCE POSITION IN
8 VARIOUS DEPARTMENTS AS A RESULT OF THE BUDGET PROCESS FOR
9 FISCAL YEAR 2007/2008 AND THE DELETION AND AMENDMENT OF
10 VARIOUS DEPARTMENTAL PROVISIONS TO REMOVE OBSOLETE REFERENCES
11 AND IMPROPERLY ALIGNED DEPARTMENTAL PROVISIONS.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MR. KNABE MOVES, MOLINA
14 SECONDS, WITHOUT OBJECTION, UNANIMOUS VOTE.

15

16 **C.A.O. JANSSEN:** ITEM NUMBER 9, MR. CHAIR, IS OUR
17 RECOMMENDATIONS ON DEBT MANAGEMENT BAN AUTHORIZATION
18 REIMBURSEMENT RESOLUTION. THE BOARD HAS, OVER THE YEARS,
19 ADOPTED POLICY FOR THE RATIO OF ALLOWABLE ISSUANCE COMPARED TO
20 THE BUDGET AS A WHOLE. WE ARE UNDER ALL OF THOSE LIMITS. ALL
21 OF THESE ITEMS, WITH THE EXCEPTION OF ITEM 4, SHOULD BE
22 FAMILIAR TO YOU FROM PREVIOUS BUDGETS. ITEM NUMBER 4 IS AN
23 ISSUE WE HAVE WITH F.E.M.A. IT IS A CASH FLOW PROBLEM. WE CAN
24 NOT COLLECT ALL OF F.E.M.A. UNTIL THE PROJECT'S COMPLETED. SO



**The Meeting Transcript of
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1 CONSIDER THIS ALSO A TECHNICAL ITEM, NUMBER 9. RECOMMENDING
2 YOUR APPROVAL.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY DISCUSSION ON THIS
5 ITEM? IF NOT, MS. BURKE MOVES. MR. KNABE SECONDS. WITHOUT
6 OBJECTION, UNANIMOUS VOTE ON ITEM NUMBER 9.

7

8 **C.A.O. JANSSEN:** THE NEXT THREE ITEMS, 10, 11, 12, ARE ALL
9 REPORTS. ITEM NUMBER 10, WE HAD TWO MOTIONS, ONE FROM
10 SUPERVISOR KNABE, ONE FROM SUPERVISOR ANTONOVICH TO ASK US TO
11 TAKE A LOOK AT THE FIELD SERVICES CASELOADS IN PROBATION
12 DEPARTMENT. WE DID RECEIVE A PROPOSAL FROM THE DEPARTMENT
13 ASKING FOR ALMOST 600 NEW POSITIONS AND \$44 MILLION. WE HAVE
14 REMAINING IN P.F.U. ONGOING, JUST 13.6 MILLION. WE'RE TAKING A
15 LOOK AT THAT PROPOSAL NOW AND WOULD RECOMMEND, AT THIS POINT,
16 THAT YOU DEFER ANY FURTHER ACTION ON THOSE TWO ITEMS TO
17 SUPPLEMENTAL WHEN WE'LL HAVE A MORE COMPLETE REPORT ON THE
18 DEPARTMENT'S REQUEST AND HOW, AS A PRIORITY, IT STACKS UP
19 AGAINST THE D.O.J. REQUIREMENTS AND PROBATION.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANY OBJECTION TO THAT?

22

23 **SUP. MOLINA:** ARE WE GETTING THIS INFORMATION? I'M SORRY? WE'RE
24 GOING TO GET THIS INFORMATION?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** YES.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** IN SEPTEMBER.

4

5 **C.A.O. JANSSEN:** YES, YOU WILL.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, THIS WILL BE
8 ROLLED OVER 'TIL SEPTEMBER.

9

10 **C.A.O. JANSSEN:** ALL RIGHT. ITEM NUMBER 11 HAS TO DO WITH-- AND
11 WE DID FILE A LETTER WITH YOUR BOARD ON FRIDAY, I BELIEVE, ON--
12 - THIS IS ON THE REOPENING OF BEDS AT PITCHESS DETENTION
13 CENTER. WE HAVE INCLUDED IN CHANGE LETTER, AS I INDICATED,
14 \$7.2 MILLION TO ADD APPROXIMATELY 240 BEDS TO PITCHESS. THE
15 REPORT RECOMMENDS THAT THAT NUMBER BE INCREASED TO 504
16 ADDITIONAL BEDS BUT THAT WOULD COST AN ADDITIONAL \$4.1
17 MILLION, WHICH WE'RE PROPOSING COME OUT OF SPECIAL DEPARTMENT--
18 - SHERIFF'S DEPARTMENT SPECIAL FUNDS, WHICH THEY'RE NOT TOO
19 WILD ABOUT. THE REPORT EXPLAINS THE LAST THREE YEARS OF
20 DEPARTMENT ALLOCATIONS WITH RESPECT TO PITCHESS SPECIFICALLY.
21 I THINK THERE'S A DISAGREEMENT ABOUT WHETHER OR NOT FUNDING
22 WAS AVAILABLE AT PITCHESS TO EXPAND THE BEDS. IN ANY EVENT, AT
23 THIS POINT, WE ARE RECOMMENDING 7.2 MILLION BE ADDED TO THE
24 SHERIFF'S BUDGET TO EXPAND PITCHESS AND 4.1 MILLION-- ARE WE



**The Meeting Transcript of
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1 STILL RECOMMENDING THAT? I THINK THERE'S A MOTION. I

2 UNDERSTAND THERE'S A MOTION.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** WHERE WERE YOU RECOMMENDING THAT
5 THE...

6

7 **C.A.O. JANSSEN:** 7.2 MILLION IS GENERAL FUND.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WHAT WAS THE SPECIAL FUND...

10

11 **C.A.O. JANSSEN:** 4.1 MILLION OUT OF DEPARTMENT SPECIAL FUNDS.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THAT PART OF YOUR ACTION?

14

15 **C.A.O. JANSSEN:** IT'S PART OF-- NO, IT'S PART OF A LETTER,
16 SEPARATE, ON THIS ITEM. IT'S-- 7.2 MILLION IS INCLUDED IN THE
17 BUDGET. 4.1 IS NOT.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** AND SO WHEN IS THE 4.1 GOING TO BE
20 DEALT WITH?

21

22 **C.A.O. JANSSEN:** IN THIS MOTION.

23

24 **SUP. ANTONOVICH:** BY MOTION, MR. CHAIRMAN.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, MR. ANTONOVICH.

2

3 **SUP. ANTONOVICH:** C.E.O.'S JUNE 15TH REPORT HAS INDICATED A
4 NUMBER OF UNRESOLVED ISSUES AND IT'S IMPERATIVE THAT THE BOARD
5 MOVE FORWARD WITH THE REOPENING OF AVAILABLE JAIL BEDS AS
6 QUICKLY AND RESPONSIBLY AS POSSIBLE TO EASE THE OVERCROWDING
7 AND ENHANCE THE SAFETY AND SECURITY OF OUR INMATES AND STAFF.
8 SO I WOULD MOVE THAT THE BOARD APPROVE THE TRANSFER OF \$7.2
9 MILLION IN THE P.F.U. TO THE SHERIFF BUDGET TO REOPEN 252
10 BEDS, WHICH WILL RESULT IN 1,080 OPEN BEDS AT THE PITCHESS
11 SOUTH FACILITY EFFECTIVE NEXT MONTH AND REQUEST THE C.A.O. AND
12 THE SHERIFF TO PROVIDE A WRITTEN REPORT BY JUNE 28TH, FOLLOWED
13 BY AN ORAL PRESENTATION ON JULY 3RD BOARD MEETING WITH A FULL
14 REVIEW AND RECOMMENDATIONS ON THE REOPENING OF THE ENTIRE
15 PITCHESS SOUTH FACILITY AND REQUEST THE C.A.O. AND THE SHERIFF
16 TO PROVIDE A JOINT WRITTEN REPORT BY SEPTEMBER 6TH, FOLLOWED
17 BY THE ORAL PRESENTATION AT THE SEPTEMBER 11TH BOARD MEETING
18 ON THE STATUS OF THE JAIL EXPANSION PLAN APPROVED ON AUGUST
19 1ST, 2006, ALONG WITH THE FULL ANALYSIS OF EACH OF THE JAIL
20 FACILITIES, INCLUDING THE RATED BED COUNT, BROKEN DOWN BY THE
21 NUMBER THAT ARE FUNDED VERSUS UNFUNDED, THE NUMBER OF FUNDED
22 POSITIONS AS WELL AS THE OPENING OF THE-- AS WELL AS THE
23 OPERATING BUDGET.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IT'S SECONDED BY MS.
2 MOLINA.

3

4 **SUP. MOLINA:** SECOND.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** NOW, CAN YOU TELL ME WHERE THE 4.1
7 POINT IS ADDRESSED?

8

9 **C.A.O. JANSSEN:** THE BUDGET, THE WAY I READ THE MOTION, THEY
10 ARE MOVING TO APPROVE THE 7.2 MILLION THAT'S INCLUDED IN
11 CHANGE LETTER TO BRING THE BED CAPACITY AT PITCHESS TO 1,080
12 BEDS AND THEN NOT TO ADDRESS THE 4.1 MILLION. HAVE US REPORT
13 BACK ON THE REMAINING BEDS AT PITCHESS AND HOW THEY WOULD BE
14 FUNDED TO OPEN THEM IF THE BOARD CHOOSES TO DO SO. SO THE ONLY
15 ACTION YOU'RE TAKING TODAY IS APPROVING THE 7.2 MILLION IN
16 CHANGE LETTER BY WAY OF ALLOCATION.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT CAUSED YOU TO CHANGE YOUR
19 RECOMMENDATION OF LEAVING IT IN THE P.F.U. TO MOVING IT INTO
20 THE BUDGET DIRECTLY ON FRIDAY AFTERNOON?

21

22 **SUP. ANTONOVICH:** AN EVENING IN EUROPE, RIGHT? WHAT WAS HER
23 NAME IN GERMANY?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** IS THE MOTION THEN TO MOVE IT OUT OF P.F.U.

2 WITHOUT KNOWING WHAT THEY'RE GOING TO DO WITH IT?

3

4 **SUP. MOLINA:** YEAH, IT'S SUPPOSED TO GO TO BUILD THE BEDS.

5

6 **C.A.O. JANSSEN:** IT WAS PUT IN P.F.U. AS PART OF THE CHANGE
7 LETTER BECAUSE WE WERE STILL WORKING WITH THE SHERIFF'S
8 DEPARTMENT TO TRY TO UNDERSTAND-- TO RECONCILE THE BEDS TO
9 FUNDING OVER THE PAST THREE YEARS. THAT'S WHY IT WENT INTO
10 P.F.U. WE HAVE NO OBJECTION TO IT GOING INTO THE SHERIFF'S
11 BUDGET AND OPENING THOSE BEDS RIGHT AWAY. IT NEEDS TO BE DONE.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** ASSUMING THEY WOULD OPEN THOSE
14 BEDS RIGHT AWAY BUT I...

15

16 **C.A.O. JANSSEN:** RIGHT, WELL-- RIGHT.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ...THERE'S A DISPUTE ABOUT BEDS
19 ALL OVER THE PLACE HERE. I DON'T WANT TO GET INTO IT TODAY.
20 BUT, YOU KNOW, MONEY, ONCE IT GOES INTO THE SHERIFF'S BUDGET,
21 WE LOSE CONTROL OVER IT AND...

22

23 **C.A.O. JANSSEN:** THAT'S TRUE.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ...AND THEY ARE NOT OBLIGATED TO
2 USE IT TO OPEN UP BEDS.

3

4 **SUP. KNABE:** THAT'S WHAT BOTHERS ME, I MEAN, BECAUSE WHEN IS IT
5 GOING TO IMPACT THE EARLY RELEASE PROGRAM?

6

7 **C.A.O. JANSSEN:** I DON'T DISAGREE WITH THAT, SUPERVISOR, BUT
8 THERE'S NOTHING THAT WE CAN DO IN THE NEXT TWO WEEKS OR THREE
9 MONTHS TO CHANGE THAT FACT. WHENEVER WE GIVE HIM THE MONEY, HE
10 CAN USE IT ANYWHERE HE WANTS. WE AGREE THAT THERE'S AN URGENT
11 NEED FOR THE BEDS NOW AND AT LEAST FOR THE NEXT SIX MONTHS
12 WHEN WE CAN TRACK HIS BUDGET, HE WOULD BE HARD PRESSED TO
13 SPEND IT FOR ANYTHING OTHER THAN OPENING PITCHES AND THEY
14 REPORT DAILY ON BED CAPACITY AND BEDS FILLED. SO WE ACTUALLY
15 KNOW ON A DAY-TO-DAY BASIS. THAT'S ONE OF THE REASONS WE HAD A
16 QUESTION ABOUT THIS IS, IN JANUARY/FEBRUARY TIME FRAME,
17 PITCHES WAS RUNNING AT ABOUT 1,300 FILLED BEDS OR SO. AFTER
18 THEIR INTERNAL CURTAILMENTS, THAT DROPPED DOWN TO 700. SO WE
19 CAN TRACK, ON A DAILY BASIS, WHETHER OR NOT WHETHER THE MONEY
20 IS ACTUALLY GOING INTO ADDITIONAL BEDS AT PITCHES. SO WE
21 DON'T HAVE AN OBJECTION TO MOVING THE MONEY INTO HIS BUDGET.

22

23 **SUP. MOLINA:** MR. CHAIRMAN?

24



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The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU DON'T HAVE ANY CONTROL OVER
2 WHAT THEY DO TO IT, SO THEREFORE YOU DON'T OBJECT...

3

4 **C.A.O. JANSSEN:** WELL, WHETHER I DO IT NOW OR FOUR MONTHS FROM
5 NOW, I STILL DON'T HAVE ANY MORE CONTROL OVER IT IS MY POINT.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, NO, EXCEPT THAT IF, FOUR
8 MONTHS FROM NOW, THEY HAVE PURCHASE ORDERS READY TO GO OR
9 WHATEVER THE BUREAUCRACY IS, THE ACTUAL CONSTRUCTION CONTRACTS
10 TO...

11

12 **C.A.O. JANSSEN:** THEY CAN RUN THE BEDS THERE NOW WE KNOW
13 BECAUSE THEY'VE BEEN RUNNING IT EARLIER THIS YEAR. YOU
14 REMEMBER THE ISSUE ABOUT THE PHANTOM POSITIONS?

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** YES.

17

18 **C.A.O. JANSSEN:** WELL, APPARENTLY, PART OF THOSE PHANTOM
19 POSITIONS WERE RUNNING PITCHES. WE DIDN'T KNOW THAT. SO NOW
20 WE'RE SIMPLY REPLACING PHANTOM POSITIONS SO THEY CAN INCREASE
21 THE CAPACITY OF PITCHES. SO THEY DON'T NEED TO DO ANYTHING.

22

23 **SUP. KNABE:** WELL, WE DO HAVE SOMEONE HERE FROM THE SHERIFF'S
24 DEPARTMENT. MAYBE THEY CAN COME DOWN AND REASSURE US.

25



**The Meeting Transcript of
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1 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YOU GOT A BUNCH OF PEOPLE
2 HERE.

3

4 **SUP. BURKE:** WAS THERE AN ADDITIONAL REQUEST FOR 4.1? IS THAT
5 SEPARATE?

6

7 **C.A.O. JANSSEN:** NO, THE TOTAL COAST OF REOPENING PITCHES TO
8 ITS CAPACITY OF 1,500 BEDS IS \$21 MILLION. WE'RE ONLY AT 7.2.
9 SO WE WERE SUGGESTING THAT WE COULD ADD A FEW MORE BEDS BY
10 TAKING 4.1 MILLION OUT OF THEIR INMATE FUNDS AND USING IT FOR
11 THAT PURPOSE. SO THE DIFFERENCE IS UNFUNDED AT THIS POINT AND
12 I THINK THE SUBJECT OF THE MOTION BY SUPERVISORS ANTONOVICH
13 AND MOLINA TO REPORT BACK WITH A DISCUSSION OF THAT ISSUE.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, I'LL TELL YOU WHAT I'D LIKE
16 TO ASK AS PART OF A REPORT BACK IF THIS IS GOING TO GO
17 FORWARD. I'D PREFER PERSONALLY, IF IT WAS UP TO ME, I'D HOLD
18 IT BACK UNTIL WE KNEW EXACTLY WHEN THEY WERE GOING TO DO THIS.
19 IS THIS, BY THE WAY, IS THIS 7.1-- 7.2 PLUS THE 4.1, IS THAT
20 AN ANNUALIZED COST?

21

22 **C.A.O. JANSSEN:** THE 7.2 IS, YES.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** FOR WHAT, FOR HOW MANY BEDS?

25



**The Meeting Transcript of
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1 **C.A.O. JANSSEN:** FOR 240 BEDS, I THINK.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, MAYBE-- HAVE THEY TOLD YOU
4 THAT THEY ARE GOING TO OPEN THOSE BEDS ON JULY THE FIRST?

5

6 **C.A.O. JANSSEN:** YES.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, WHY DON'T THEY COME DOWN
9 HERE?

10

11 **C.A.O. JANSSEN:** ALL RIGHT. COME ON DOWN.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** THEY COULDN'T BE FARTHER AWAY FROM
14 THE BOARD THAN THEY ARE PHYSICALLY AND OTHERWISE HERE. MR.
15 JANSSEN, WHAT I'D LIKE YOU TO COME BACK WITH AT THE NEXT--
16 WHEN IS IT, JULY 3RD?

17

18 **C.A.O. JANSSEN:** YES, JULY 3RD.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, ACTUALLY IN YOUR JUNE 28TH
21 REPORT, WE HAVE SET ASIDE AND APPROPRIATED MONEY TO THE
22 SHERIFF'S DEPARTMENT FOR THE JAILS ON A NUMBER OF OCCASIONS IN
23 THE LAST SEVERAL YEARS. BIG BUCKS. I DON'T KNOW, I DIDN'T COME
24 PREPARED TO LAY IT OUT BUT YOUR STAFF KNOWS WHAT IT IS.

25



**The Meeting Transcript of
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1 **C.A.O. JANSSEN:** YES, WE HAVE IT.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** I'D LIKE YOU TO DO A FORENSIC
4 ANALYSIS OF WHERE THAT MONEY WENT AND DID IT GET SPENT FOR THE
5 PURPOSES FOR WHICH THIS BOARD APPROPRIATED IT? JUST LIKE WE'RE
6 BEING ASKED NOW TO APPROPRIATE \$7.2 MILLION FOR 250 BEDS THAT
7 WE MAY OR MAY NOT EVER SEE OPENED, I WANT TO KNOW WHAT
8 HAPPENED TO THE TENS OF MILLIONS OF DOLLARS THAT WE HAVE SET
9 ASIDE FOR JAILS FOR THE OPENING OF NEW BEDS.

10

11 **C.A.O. JANSSEN:** THAT IS ITEM 3 ON THEIR MOTION, SUPERVISOR.

12

13 **SUP. ANTONOVICH:** ITEM NUMBER 3 WHERE WE WERE ASKING THAT...

14

15 **SUP. MOLINA:** EXCEPT IT DOESN'T SAY FORENSIC.

16

17 **C.A.O. JANSSEN:** [LAUGHS] BUT IT'S THE SAME IDEA.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT I DON'T WANT TO WAIT UNTIL
20 SEPTEMBER TO GET IT. I WANT TO GET IT NOW.

21

22 **C.A.O. JANSSEN:** WELL, WE CAN'T DO IT BY NEXT WEEK BUT WE CAN
23 DO IT BEFORE SEPTEMBER. WE'LL DO IT AS SOON AS WE CAN BUT WE
24 CAN'T DO IT WITHIN A WEEK. I MEAN, WE CAN TELL YOU-- WE CAN
25 TELL YOU HOW MUCH MONEY HAS BEEN APPROPRIATED, HOW MUCH MONEY



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1 HAS BEEN SET ASIDE, HOW MANY BEDS WE THINK, BUT THIS IS A
2 QUESTION OF-- OH, I CAN DO IT RIGHT NOW. MAYBE EVEN PAUL CAN
3 DO IT IF YOU WANT TO...

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, HE MAY OR MAY NOT BE ABLE TO
6 DO IT. CERTAINLY HE'LL BE ABLE TO SAY SOMETHING BUT I'D LIKE
7 YOU TO VERIFY IT. I MEAN, I'VE BEEN DOWN THIS ROAD BEFORE. ALL
8 RIGHT. WHO WANTS TO SPEAK? WANT TO GO BY RANK OR BY KNOWLEDGE
9 BASE?

10

11 **SUP. KNABE:** WHO WANTS TO SAY "TRUST US" FIRST? [LAUGHTER]

12

13 **PAUL TANAKA:** FIRST OF ALL, MR. CHAIRMAN, WE DO HAVE A CHART
14 THAT SHOWS THE 68 PLUS MILLION DOLLARS THAT YOUR BOARD HAS
15 ALLOCATED OVER THE COURSE OF THE LAST THREE YEARS SPECIFICALLY
16 FOR CUSTODY POSITIONS, 4,474 BEDS AND APPROXIMATELY 732
17 PERSONNEL POSITIONS, I BELIEVE, AND THAT IS ALL LAID OUT RIGHT
18 THERE FOR C.R.D.F., TWIN TOWERS AND A COUPLE OF COMPOUNDS AT
19 THE RANCH FACILITY. WHAT WE'RE LOOKING FOR HERE IS WE HAVE
20 ABOUT 800 BEDS THAT ARE CURRENTLY OPENED AT THE NORTH ANNEX,
21 WHICH IS FORMALLY KNOWN AS PITCHESS DETENTION CENTER SOUTH
22 FACILITY. WE WOULD LIKE TO SEE, IN COMPLIANCE WITH CREATING
23 MORE BED SPACE IN THE RUTHERFORD PANEL, THE ABILITY TO OPEN
24 THAT UP AS A FULL COMPOUND WITH A SEPARATE COMMAND, AS IT WAS
25 ONCE BEFORE. THE \$7.2 MILLION WILL ALLOW US TO OPEN UP ANOTHER



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1 252 MORE BEDS, IN ADDITION TO PUTTING A FULL COMMAND STAFF IN
2 PLACE. WHAT'S CURRENTLY AT ISSUE IS THE REMAINING 8 POINT-- I
3 GUESS IT WAS ABOUT \$8 MILLION OR SO, 8-1/2 MILLION DOLLARS
4 THAT WE NEED TO COMPLETELY REOPEN SOUTH FACILITY AND THAT'S
5 WHAT MR. JANSSEN WAS REFERRING TO, POSSIBLY SOME OF IT COMING
6 FROM THE SPECIAL FUNDS, SUCH AS THE INMATE WELFARE FUND, AND
7 THEN HAVING TO FIND THE REMAINING, SAY, 4, 4-1/2 MILLION
8 DOLLARS.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'D JUST GET US AN ANALYSIS OF
11 THIS AND IN YOUR INDEPENDENT ANALYSIS AS QUICKLY AS YOU CAN,
12 THANKS. ALL RIGHT, MS. MOLINA?

13

14 **SUP. MOLINA:** MR. CHAIRMAN, LET ME ASK A QUESTION BECAUSE, YOU
15 KNOW, I THINK IT'S LEGITIMATE TO SAY THAT WE NEVER KNOW HOW
16 MANY BEDS WE HAVE AND WE NEVER KNOW HOW MANY PRISONERS WE HAVE
17 AND WE NEVER KNOW WHERE WE'RE AT BUT WE DO KNOW THIS. WE'RE
18 GETTING IN TROUBLE ALL THE TIME FOR THIS. AND SO I'M A LITTLE
19 BIT CONCERNED. YOU KNOW, I WANT TO PROVIDE THE MONEY BECAUSE I
20 WANT TO PROVIDE THE BEDS BUT I MUST TELL YOU THERE IS
21 SUSPICION ON THIS SIDE OF THE TABLE THAT THIS MONEY IS GOING
22 TO GET ALLOCATED AND YOU ALL ARE NOT GOING TO USE IT FOR IT
23 AND I'M CONCERNED ABOUT THE ATTITUDE AND IT'S NOT UNFOUNDED. I
24 MEAN, WE'VE SEEN A LOT OF-- I DON'T KNOW WHAT IT IS. I MEAN,
25 WE WANT TO ALLOCATE THE MONEY. AND THAT DOESN'T MEAN THAT YOU



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1 CAN BUY OTHER THINGS WITH IT, DO OTHER THINGS, IT IS TO OPEN
2 THE BEDS. THE END. AND I HOPE YOU UNDERSTAND THE SPIRIT OF IT
3 AND THE INTENT. AND I KNOW SUPERVISOR ANTONOVICH SUPPORTS THE
4 DEPARTMENT SOMETIMES WITHOUT EVEN QUESTION. BUT, ON THIS, I
5 HOPE HE WILL STAND WITH ME THAT, IF THEY DON'T USE THIS MONEY
6 TO OPEN UP THOSE BEDS, THAT, I MEAN, WE'RE GOING TO
7 SHORTCHANGE YOU IN OTHER AREAS. I MEAN, I REALLY MEAN IT. I
8 HOPE THAT'S NOT THE CASE AND I HOPE-- BUT THERE'S ENOUGH
9 SUSPICION ON THIS SIDE OF THE AISLE TO SAY THAT YOU SHOULD BE
10 NERVOUS.

11

12 **PAUL TANAKA:** SUPERVISOR MOLINA, I CAN ASSURE YOU, ON BEHALF OF
13 SHERIFF BACA, THAT THIS SOUTH FACILITY WILL BE OPENED AS WE
14 ARE PROPOSING WITH THE FUNDS...

15

16 **SUP. MOLINA:** AND WE WILL HAVE THOSE ADDITIONAL BEDS AVAILABLE
17 AND IT WILL BE ONGOING?

18

19 **PAUL TANAKA:** YES, MA'AM.

20

21 **SUP. MOLINA:** FOR THAT AMOUNT OF MONEY?

22

23 **PAUL TANAKA:** YES, MA'AM.

24



**The Meeting Transcript of
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1 **SUP. MOLINA:** I THINK THAT'S THE ASSURANCES THAT STAFF WANT TO
2 HEAR AND I HOPE IT'S NOT GOING TO BE A BETRAYAL LATER ON IN
3 TELLING US THERE'S SOMETHING ELSE GOING ON BECAUSE WE WANT TO
4 GET TO THE SAME GOAL AND THERE SHOULDN'T BE SUSPICION ON OUR
5 SIDE. I KNOW THAT THE LAW SAYS, YOU KNOW, ONCE I GET IT IN MY
6 BUDGET, I CAN DO WHATEVER I WANT. I MEAN, THAT'S HIS SIDE OF
7 HIS DEFENSE. BUT WHAT IT WOULD DO TO ME IN THE FUTURE, AND I
8 HAVE DONE IT BECAUSE I HAVE NOT TRUSTED IT, IS THAT I USUALLY
9 DON'T ALLOCATE UNTIL I ACTUALLY, YOU KNOW, AM READY TO SIGN
10 THE CHECK. SO I WANT YOU TO KNOW THAT THERE'S A LOT OF
11 SUSPICION ABOUT THAT. I HOPE, IN THIS INSTANCE, WE'RE NOT
12 GOING TO SEE, LATER ON, SIX MONTHS DOWN THE LINE, "WELL, WE
13 DON'T HAVE ENOUGH BEDS AND PITCHES ONLY HAS 700 BEDS AND
14 WE'RE GOING TO SAY, BUT REMEMBER WE ALLOCATED THAT MONEY?" AND
15 EVERYBODY IS GOING TO START PLAYING THIS, I DON'T KNOW WHAT
16 YOU CALL IT, THIS WEIRD GAME THAT GOES ON EVERY TIME NUMBERS
17 COME UP IN THE SHERIFF'S DEPARTMENT. SO I WOULD APPRECIATE
18 THAT YOU REALLY HONOR THAT COMMITMENT AND NOT JUST ON BEHALF
19 OF THE SHERIFF BUT THE ENTIRE DEPARTMENT HAS TO HONOR IT.
20 WHILE I UNDERSTAND THE LAW AND I WANT TO BE RESPECTFUL TO THE
21 LAW, I HOPE YOU UNDERSTAND OUR RESPONSIBILITY, AS WELL,
22 BECAUSE, WHEN WE GET SUED BY VARIOUS FOLKS ON THIS ISSUE, IT
23 IS THIS COUNTY THAT THEY SUE. THEY DON'T SUE THE SHERIFF. HE
24 DOESN'T HAVE A PRIVATE BUDGET TO RESOLVE HIS ISSUES. IT



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1 HAPPENS. WE GET SUED AS THE BOARD OF SUPERVISORS SO IT IS
2 SERIOUS.

3

4 **PAUL TANAKA:** YOU'RE CORRECT, SUPERVISOR, AND WE HAVE EVERY
5 INTENTION TO NOT LET YOU DOWN ON THIS MATTER AND TO ENSURE
6 THAT WE RUN THE SOUTH FACILITY AS PROPOSED.

7

8 **SUP. MOLINA:** VERY GOOD.

9

10 **PAUL TANAKA:** THANK YOU.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANY OTHER DISCUSSION ON
13 THIS MOTION? MR. KNABE, ANYTHING ELSE?

14

15 **SUP. KNABE:** NO. I HAVE PAUL'S WORD. ON TAPE.

16

17 **PAUL TANAKA:** THANK YOU.

18

19 **C.A.O. JANSSEN:** ON VIDEO.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M GIVING YOU ANOTHER OPPORTUNITY
22 THERE. [LAUGHTER]

23

24 **PAUL TANAKA:** THANK YOU.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WITHOUT OBJECTION,
2 UNANIMOUS VOTE.

3

4 **C.A.O. JANSSEN:** OKAY. ITEM NUMBER 12 IS ALSO A REPORT FROM OUR
5 OFFICE ON THE STATUS OF PROBATION JUVENILE DETENTION CAMP
6 RECONFIGURATION CAPITAL IMPROVEMENT. THE BOTTOM LINE IS, THE
7 WORK HAS BEEN COMPLETED. IT'S IN DRAFT FORM. IT'S BEING
8 REVIEWED AND WE ARE PROPOSING TO BRIEF YOUR OFFICES DURING THE
9 WEEK OF JULY 16TH ON WHAT IT LOOKS LIKE AND THEN THE
10 INFORMATION WILL BE AVAILABLE FOR SEPTEMBER. THERE IS NO MONEY
11 IN THE BUDGET SET ASIDE FOR THIS PURPOSE. SO THIS WOULD BE A
12 RECEIVE AND FILE.

13

14 **SUP. KNABE:** MOVE WE RECEIVE AND FILE.

15

16 **SUP. BURKE:** WHAT'S THE ESTIMATED COST ON THE RECONFIGURATION?

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THE ESTIMATED COST ON WHAT?

19

20 **SUP. BURKE:** RECONFIGURATION.

21

22 **C.A.O. JANSSEN:** THAT'S IN THE REPORT. THE RANGE IS FROM 50
23 MILLION TO 1.1 BILLION SO...

24

25 **SUP. BURKE:** WAIT A MINUTE. FROM 50 MILLION....



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1

2 **C.A.O. JANSSEN:** RIGHT. IT DEPENDS ON, OBVIOUSLY, WHAT YOU DO
3 AT EACH CAMP.

4

5 **SUP. KNABE:** THAT'S A PRETTY SAFE RANGE.

6

7 **C.A.O. JANSSEN:** I DIDN'T NEED TO PAY ANYBODY TO GET TO THAT
8 RANGE.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ISN'T THAT THE C.A.O.'S SALARY
11 RANGE?

12

13 **C.A.O. JANSSEN:** THAT'S MY SALARY RANGE. [LAUGHTER]

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT THE 1 BILLION IS RECONFIGURING
16 EVERY CAMP IN AMERICA AND THE SOVIET UNION.

17

18 **C.A.O. JANSSEN:** I'M SURE, YES. ALL NEW FACILITIES, RIGHT.
19 OKAY. ITEM NUMBER 13 IS APPROVE THE...

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** SO YOU'RE GOING TO HAVE A REPORT
22 ON THAT?

23

24 **C.A.O. JANSSEN:** THIRD WEEK OF JULY, WE'LL BRIEF YOUR BOARD
25 OFFICES.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. THEN, WITHOUT
3 OBJECTION, IT WILL BE RECEIVED AND FILED. KNABE MOVED IT.
4 MOLINA SECONDS IT.

5

6 **C.A.O. JANSSEN:** 13, APPROVE THE REVISED FIGURES AND DIRECT
7 THE-- INSTRUCT THE AUDITOR TO PREPARE AND PRESENT THE FINAL
8 RESOLUTION, WHICH IS ITEM 15.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** SO ITEM 13 IS BEFORE US?

11

12 **C.A.O. JANSSEN:** YES.

13

14 **SUP. BURKE:** I'LL MOVE THAT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE MOVES, MR. ANTONOVICH
17 SECONDS, WITHOUT OBJECTION, UNANIMOUS VOTE.

18

19 **C.A.O. JANSSEN:** ITEM 14 ARE ROUTINE TECHNICAL ADJUSTMENTS THAT
20 YOU SEE EVERY YEAR TO HELP US MANAGE THE BUDGET THROUGHOUT THE
21 YEAR.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S WHAT THIS IS.

24

25 **C.A.O. JANSSEN:** THERE'S MUSIC CENTER...



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** RIGHT. SO WE NEED A MOTION ON ITEM
3 14? MS. BURKE MOVES.

4

5 **C.A.O. JANSSEN:** RIGHT, NEED A MOTION ON ITEM 14.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE MOVES, MS. MOLINA
8 SECONDS, UNANIMOUS VOTE ON 14.

9

10 **C.A.O. JANSSEN:** ALL RIGHT. IF THE AUDITOR, TYLER HAS A FIGURE
11 ON ITEM 15 FOR THE FINAL BUDGET RESOLUTION.

12

13 **TYLER MCCAULEY:** I NEED FIVE MINUTES.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** FIVE MINUTES? WE HAVE A MEMBER OF
16 THE PUBLIC WHO WANTS TO BE HEARD ON ITEM 17. WE'RE JUST GOING
17 TO HOLD ITEM 15 FOR NOW. MR. THIGPEN? OR MS. THIGPEN, I'M
18 SORRY.

19

20 **JANET THIGPEN:** HI. MY NAME IS JANET THIGPEN. I'M NOT TRYING
21 TO-- I KNOW THAT THIS IS THE BUDGET MEETING. IT HAS SOMETHING
22 TO DO WITH THE FISCAL YEAR, AS WELL AS IT HAS SOMETHING TO DO
23 WITH THE REVENUE OF THE CITY. THE REASON THAT I CAME HERE IS
24 TO FIRST TO ASK THE QUESTION, THE REVENUE OF THE CITY HAS
25 SOMETHING TO DO WITH THE BUDGET, AS WELL AS THE INFLUX OF THE



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1 INCOME THAT COMES THROUGH THE CITY. IT ALSO HAS SOMETHING TO
2 DO WITH, I GUESS, THE COMPANIES AND THINGS THAT ACTUALLY
3 REVOLVES AROUND THE CITY TO ACTUALLY RUN THE CITY. YOU HAVE
4 SOME KIND OF DECEPTIVE PRACTICE THAT'S GOING THROUGH YOUR
5 FIRST AND TEMPLE COURTHOUSE. THERE IS A _____
6 PROVOKING MANIACAL, AS WELL AS ASININE INDIVIDUAL PERSON NAMED
7 PAMELA K. JONES. SHE AND HER FAMILY COHORT A WAY OF GETTING
8 HOLD OF A INDUSTRY THAT IS NOT LEGALLY OR ETHICALLY THEIRS.
9 THE THEORY WAS FALSE PRETENSE, PERJURY, THINGS OF THAT NATURE
10 TRYING TO GET A HOLD OF THIS. THE BAD THING ABOUT IT IS IT CAN
11 NEVER BELONG TO THEM BECAUSE THE TITLE IS IN MY NAME. I, AS A
12 PERSON, COULD DO A LOT OF THINGS BUT IN A ROUNDABOUT WAY I'M
13 TRYING TO RESOLVE IT IN A JUSTIFIED WAY. THE WAY IN WHICH THEY
14 THOUGHT THEY COULD ACTUALLY GET A HOLD OF MY THINGS, THEY
15 ACTUALLY THOUGHT THEY CAN DO DURESS. THEY THOUGHT THEY CAN
16 ACTUALLY GO AGAINST THE F.T.C. FEDERAL GUIDELINE. THEY GOT
17 MARIE MADOW FORGING ALL THROUGHOUT THE CITY. THEY ARE HAVING A
18 GREAT TIME TRYING TO RUN AMUCK OVER JANET NAME. IN ALL
19 THEORIES, THEY DON'T HAVE A EIGHTH GRADE EDUCATION TO SAY THEY
20 CAN DO ANYTHING. THEY ALL NEED TO GO BACK TO HIGH SCHOOL.
21 THAT'S HOW BAD IT IS. I, AS A PERSON, WILL NEVER, AS A WHOLE,
22 COULD EVER FORGIVE THEM. I REALLY HATE TASHA. I CAN'T STAND
23 PAM. I CAN'T EVEN EXPLAIN HOW IS IT THAT A 30-YEAR-OLD WOMAN
24 WENT TO THE COURTHOUSE AND TRIED TO PRETEND LIKE SHE WAS 17
25 FOR WHAT WAS IT EMANCIPATION OF A 17-YEAR-OLD. IF YOU



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1 FINGERPRINT HER, SHE'S 33 YEARS OLD. YOU KNOW, AND MOST PEOPLE
2 LOOK AT ME AND SAY HOW AND WHY AND, TO ME, I'M TRYING TO
3 FIGURE OUT HOW COULD THEY EVER DO SOMETHING OF THAT NATURE
4 KNOWING THAT, IF IF YOU WAS TO CATCH IT, YOU'D BE VERY ANGRY
5 WITH IT. THEY CAN'T PASS EIGHTH GRADE. THEY EDUCATIONAL LEVEL
6 IS NOT EXTRAORDINARY. IT'S A EIGHTH GRADE EDUCATION. THAT'S
7 WHY THEY'RE DOING THE THINGS THAT THEY'RE DOING LIKE FORGERY
8 AND FALSE PRETENSE AND THINGS I FIND HIGHLY-- IT'S ALMOST
9 EMBARRASSING EVEN FOR ME. MARIE MADOW CAN'T EVEN PASS OR GET A
10 C.N.A. LICENSE. THAT'S A EIGHTH GRADE EDUCATION. THAT'S NOT A
11 L.V.N., WHICH IS LIKE A TENTH GRADE EDUCATION. R.N. IS 12TH
12 GRADE EDUCATION.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU VERY MUCH. THAT
15 CLOSES THE PUBLIC HEARING. IS THE CONTROLLER READY?

16

17 **J. TYLER MCCAULEY:** MR. CHAIR, WE HAVE ALL THE INFORMATION
18 NEEDED TO PREPARE THE FINAL BUDGET RESOLUTION. ACCORDINGLY, IF
19 YOUR BOARD DESIRES, IT CAN NOW ADOPT THE FINAL BUDGET
20 RESOLUTION, WHICH IS ITEM NUMBER 15.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MR. KNABE MOVES, MS.
23 MOLINA SECONDS, WITHOUT OBJECTION, UNANIMOUS VOTE. DO WE HAVE
24 ANYTHING ELSE? ITEM 16?

25



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1 **C.A.O. JANSSEN:** NO, WE DO NOT. WE ARE DONE.

2

3 **SUP. KNABE:** I JUST WANT TO COMPLIMENT THESE FOLKS UP HERE.
4 THIS F-5 THING, THIS WHOLE BUDGET-- BUT, I MEAN, BEING ABLE TO
5 HAVE IT ON OUR SCREENS HERE AS WELL, TOO. GREAT JOB,
6 EVERYBODY. EVERYBODY.

7

8 **C.A.O. JANSSEN:** YEAH, I'D LIKE TO ADD MY BUDGET STAFF,
9 DEPARTMENT, BOARD BUDGET DEPUTIES HAVE DONE AN INCREDIBLE JOB
10 TO PUT TOGETHER A REALLY IMPRESSIVE \$21.7 BILLION EXPENDITURE
11 PLAN. AND THANK YOU VERY MUCH FOR...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU SAY FOUR BUDGET DEPUTIES?
14 THAT'S WHAT I THOUGHT I HEARD YOU SAY?

15

16 **C.A.O. JANSSEN:** FOR PUTTING TOGETHER.

17

18 **SUP. ANTONOVICH:** I WANT TO THANK DR. LORI HOWARD FOR A SUPERB
19 JOB AND MY STAFF, ALL MY DEPUTIES, CATHERINE, ANNA, ELLEN,
20 PAUL, PHILIP. THEY DID A VERY GOOD JOB.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

23

24 **SUP. BURKE:** AND GERARDO ON MY STAFF, THIS IS HIS FIRST TIME TO
25 DO BUDGET. [LAUGHTER]



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1

2 **SUP. BURKE:** THIS IS HIS FIRST TIME AND SO I THINK HE GOT
3 THROUGH IT. DID A VERY GOOD JOB. CONGRATULATIONS.

4

5 **SUP. KNABE:** HOW ABOUT CARL, NICK AND RICK FROM MY STAFF?

6

7 **SUP. MOLINA:** DON'T FORGET ABOUT LISA WHO HAD HER BABY TWO
8 WEEKS AGO.

9

10 **SUP. BURKE:** OH, YES.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** LET'S HEAR IT FOR THE BABY. THE
13 BABY HAD SOMETHING TO DO WITH THIS. IT ACTUALLY SHOULD HAVE
14 BEEN SIX STAFF, SIX BUDGET DEPUTIES, NOT FOUR. ALL RIGHT.
15 WITHOUT ANY FURTHER DELAY, WE ARE ADJOURNED UNTIL TOMORROW
16 MORNING.

17

18

19

20

21

22

23

24

25



**The Meeting Transcript of
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1 I, JENNIFER A. HINES, Certified Shorthand Reporter
2 Number 6029/RPR/CRR qualified in and for the State of
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the
5 Los Angeles County Board of Supervisors June 18, 2007,
6 were thereafter transcribed into typewriting under my
7 direction and supervision;

8 That the transcript of recorded proceedings as
9 archived in the office of the reporter and which
10 have been provided to the Los Angeles County Board of
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor
13 related to any party to the said action; nor
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this
16 26th day of June 2007 for the County records to be used only
17 for authentication purposes of duly certified transcripts
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

22